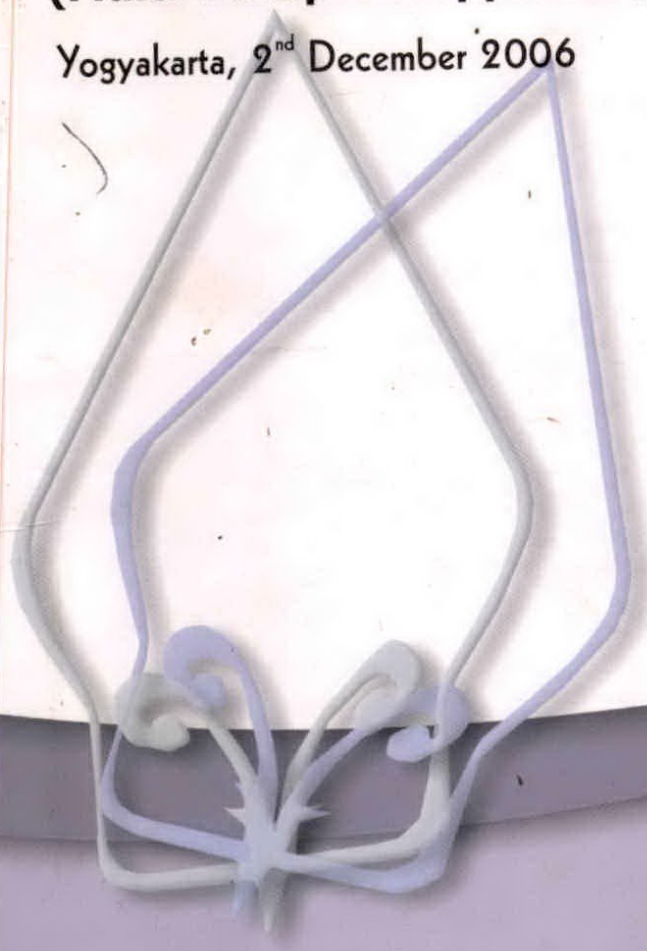


Proceeding

International Joint Seminar

**Muslim Countries and Development :
Achievements, Constraints and Alternative Solutions
(Multi-Discipline Approach)**

Yogyakarta, 2nd December 2006



Organized by:



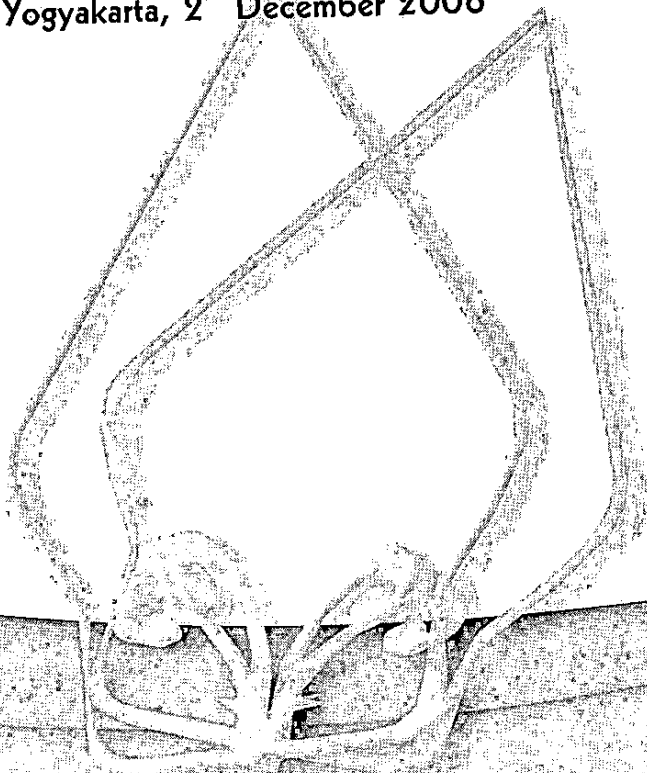
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Universitas
Muhammadiyah
Yogyakarta



International
Islamic
University
Malaysia



Education and
Cultural Attache
Embassy of The Republic
Indonesia in Malaysia

**MESSAGE FROM THE RECTOR OF
UNIVERSITAS MUHAMMADIYAH YOGYAKARTA (UMY)**

Assalamu'alaikum warahmatullahi wabarakatuh

All praise be to Allah SWT, Lord of the world. Peace and blessings on Muhammad SAW, His Servants and Messenger.

First of all, as the rector of Universitas Muhammadiyah Yogyakarta (UMY), I would like to welcome to the honourable guests, Rector, Dean of Postgraduate Studies (CPS), Dean of ISTAC, Dean of IRKHS, Deputy Deans and Head Departments from various Kulliyah, lecturers, postgraduate students of International Islamic University Malaysia (IIUM), and all participants in this joint seminar.

Academic cooperation between UMY and IIUM started several years ago. The cooperation between us is based on a solid foundation; both us are Islamic universities having same missions to develop Islamic society, to prepare future generations of Islamic intellectuals, and to cultivate Islamic civilization. In fact, improving academic quality and strengthening our position as the producers of knowledge and wisdom will offer a meaningful contribution to the development of Islamic civilization. This responsibility is particularly significant especially with the emergence of the information and knowledge society where value adding is mainly generated by the production and the dissemination of knowledge.

Today's joint seminar signifies our attempts to shoulder this responsibility. I am confident to say that this joint program will be a giant step for both of us to open other pathways of cooperation. I am also convinced that through strengthening our collaboration we can learn from each other and continue learning, as far as I am concerned, is a valuable ingredient to develop our universities.

I sincerely wish you good luck and success in joining this program

Wassalamu'alaikum Wr, Wb.

Dr. Khoiruddin Bashori

Rector, UMY

**MESSAGE FROM THE RECTOR OF
INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA (IIUM)**

Assalamu'alaikum warahmatullahi wabarakatuh

In the name of Allah, the most Gracious and the most Merciful. Peace and blessings be upon our Prophet Muhammad (S.A.W).

First and foremost, I felt honoured, on behalf of the university to be warmly welcomed and to be given the opportunity to work hand in hand, organizing a respectable conference. Indeed, this is a great achievement towards a warmer bilateral tie between the International Islamic University Malaysia (IIUM) and Universitas Muhammadiyah Yogyakarta (UMY) after the MoU Phase.

I would also like to express my heartfelt thanks to Centre for Postgraduate Studies (CPS), Postgraduate Students Society (PGSS), contributors, paper presenters, participants and our Indonesian counterpart for making this program a prestigious event of the year.

This educational and cultural visit is not only an avenue to foster good relationship between organizations and individuals and to learn as much from one another but a step forward in promoting quality graduates who practices their ability outdoor and master his or her studies through first hand experience. The Islamic platform inculcated throughout the educational system namely the Islamization of knowledge, both theoretical and practical, will add value to our graduates. This comprehensive excellent we strived for must always be encouraged through conferences, seminars and intellectual-based activities in line with our lullaby: The journey of a thousand miles begin by a single step, the vision of centuries ahead must start from now.

My utmost support is with you always. Looking forward to a fruitful meeting.

Ma'assalamah

Wassalamu'alaikum Wr, Wb.

Prof. Dato' Dr. Syed Arabi Iddid

Rector, IIUM

**MESSAGE FROM EDUCATION AND CULTURAL ATTACHE
EMBASSY OF THE REPUBLIC OF INDONESIA
KUALA LUMPUR**

Assalamu 'alaikum warahmatullahi wabarakatuh

All praise be to Allah SWT. This is the moment where implementation of MoU between Universitas Muhammadiyah Yogyakarta (UMY) and International Islamic University Malaysia (IIUM) comes in the form of action by organizing this Joint Seminar. The efforts of both sides to implement the MoU are highly appreciated, especially, in the context of which both universities effort to enhance the quality of education.

Substantially, I believe that this Joint Seminar will bring many benefits. In term of the development of knowledge, it is a means for developing academic quality, for exchanging of information on academic development, as well as for constructing intellectual atmosphere at both universities. In term of international relations, both universities have taken part in increasing close relationship between Malaysia and Indonesia. RUM and UNY as well are using 'soft power' to increase bilateral relations among citizens which brings a lot of benefits for both nations.

Therefore, I hope that both RUM and UMY can make use of this program as a 'kick-off' for other programs in the future, especially in using UMY's vast networks with other Muhammadiyah Universities in various cities in Indonesia as well as IIUM's network. The support of IIUM for UMY also means a progress for IIUM and UMY. I hope such joint program will continue in future for betterment of both Indonesia and Malaysia. Embassy of the Republic of Indonesia in Kuala Lumpur will always support these efforts.

To our honorable guests, Rector, Dean of Postgraduate Studies (CPS), Dean of ISTAC, Dean of IRKHS, Deputy Deans and Head Departments from various Kulliyah, lecturers and students of IIUM, I warmly welcome you to Yogyakarta. I hope you enjoy your stay in the cultural city of Yogyakarta.

Finally, as the Attache of Education and Cultural, Embassy of the Republic of Indonesia, Kuala Lumpur, I sincerely wish you good luck *and a successful program with unforgettable memories.*

*Wabillahit Taufiq Wal Hidayah
Wassalamu 'alaikum warahmatullahi wabarakatuh.*

M.Imran Hanafi

Education and Cultural Attache, Embassy of the Republic of Indonesia

MESSAGE FROM DEAN CENTRE FOR POSTGRADUATE STUDIES

Assalamu'alaikum warahmatullahi wabarakatuh

Praise be to Allah. May the peace and blessings of Allah be on the last prophet and messenger, our master Muhammad and on his household and companions. It is a great privilege for me to foreword this message to this wonderful event that is jointly organized by the Universitas Muhammadiyah Yogyakarta (UMY) and International Islamic University (IIUM).

First and foremost I would like to record my special gratitude to management of Universitas Muhammadiyah Yogyakarta for their co-operation.

In order to obtain comprehensive excellence, the Centre for Postgraduate studies has always facilitates postgraduate students of the university to achieve the highest quality in their academic work. This seminar is one of the many programs that Centre for postgraduate studies has to ensure quality graduates.

I would therefore like to thank all the participants and programme coordinators who have worked hard to realize this event.

May Allah SWT shower His blessing upon us.

Wassalamu'alaikum Wr, Wb.

Prof. Dato' Dr. Wan Rafei Abdul Rahman
Dean, Centre For Postgraduate Studies

**MESSAGE FROM THE ACTIVE
PRESIDENT OF POSTGRADUATE STUDENTS'**

Assalamu'alaikum warahmatullahi wabarakatuh

On behalf of Postgraduate Students' Society (PGSS), my gratitude and appreciation to our beloved Dean of Studies, the Embassy of Indonesia in Kuala Lumpur, Muhammadiyah Yogyakarta and the organizing committee of IIUM and the Universitas Muhammadiyah Yogyakarta for their huge success. Postgraduate Students' Society (PGSS) under the supervision of the Center for Postgraduate Studies (CPG) is pleased to host this event.

As I strongly believe that the initial stages of unity are the key to building the new generation, who will represent the future more, such programs, not only achieve the mission of our universities but to achieve the global mission and vision. Therefore, I believe today, we have to have understanding and then only we can appreciate our diverse cultures. We should acknowledge the different strengths and weaknesses through knowledge in this age of information. I am sure this joint seminar will initiate unity among the future leaders along with integrating them.

Thank you,

Mohd Nabi Habibi

Active President Postgraduate Students' Society (PGSS)

MESSAGE FROM PROGRAM DIRECTOR

Assalamu'alaikum warahmatullahi wabarakatuh.

Praise be to Allah. May the peace and blessings of Allah be on the last Prophet and Messenger, our master Muhammad and on his household and companions.

Honestly speaking, we are pleased to be trusted by Postgraduate Students' Society (PGSS) and Centre for Postgraduate Studies (CPS) to organize the programme named Educational and Cultural Visit to Yogyakarta, Indonesia. For this, We express our gratitude to the management of both PGSS and CPS. This programme is of immense value. It has the potentials to promote intellectual endeavor, develop leadership capabilities and enrich cross-cultural understandings. We sincerely believe and hope that program of this kind will be organized in a regular fashion in future.

It is a great privilege for us to play twofold role in organizing this event: *as a host* and *as guest*. In fact, this is a fascinating experience to manage this event. Since our inception here, we have found meaningful interaction of students in an interweaving of cultures into complicated, yet beautiful, embroidery of social fabric. We are proud to say that this dearly loved university has produced graduates of high quality, who are distinct from those of the local universities.

Finally, we wish to express our special thanks to Bapak M.Imran Hanafi, Education and Cultural Attache of Indonesian Embassy, Bapak Herdaus, S.H., Assistant of Immigration Attache of Indonesian Embassy, Bapak Tharian Taharuddin for their immensely valuable assistance and co-operation in making this program a success. I sincerely appreciate all local committees at Yogyakarta, the colleagues and program coordinators and committee members who worked diligently to materialize this event. We wish to pass on good wishes to the PGSS for their valuable efforts it expended for this event.

May Allah s.w.t shower His blessing upon us.

Wassalam,

Nasrullah

Programme Director

Todi Kurniawan

Co-Programme Director

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Empowering The Ummah Through Non Governmental Organization: The Role of Muslim Intellectuals

Ariff Bin Osman*

Kulliyah of Medicine IIUM, Kuantan, Consultant Anaesthesiologist,
International Islamic University Malaysia

Abstract

The pathetic situation of the Muslim community, ummah is the result of non-practicing and wrong perception of the true Islamic teaching. The ummah must be made to realize that the strength ingrained in the teaching of the Quran and Al-Hadith will empower them to excel in this life and the hereafter. Empowerment begins with a positive attitude of mind supported by good intention of seeking Allah's pleasure in whatever undertaking one takes. The intellectuals should lead the ummah to embrace this 'self-empowerment' attitude through initiative such as 'Smart partnership in Dakwah bi-Hal' which is a powerful tool to make things happen. In the process, the ummah are reminded of their status as abdillah and of their responsibility as vicegerent of Allah khalifatullah. It also strengthens the spirit of brotherhood which is very much lacking at the present moment. Thus, the intellectuals must realize that it is their collective responsibility to develop the human capital within the ummah through the agenda of 'self empowerment'. Social activists (da'ie) from the Persatuan Perubatan Islam Malaysia and Badan Nadwah Islamiah Pahang (NADWAH) believes that NGO is a good platform to propagate the culture of self-empowerment which, in the long run strengthens the ummah. It currently manages family clinics, Klinik Al-Amin Sdn Bhd, a dialysis centre, Pusat Hemodialisis Islam Makmur (PHIM), orphanage home, Rumah Anak-anak Yatim Permata Camar, CAMAR and a community centre, Pusat Pembimbing Komuniti or QUDWAH. The success stories of these various activities will be highlighted, particularly with regards to the conception of the idea, getting a good team, developing relevant networking, maintaining fund, management of human capital and its day-to-day management. Its challenges and strategic planning is also discussed. The experience gained through the NGO activities confirms the believe that the 'Smart Partnership in Dakwah bil hal' concept is an effective tool to empower the ummah.

Keywords: NGO; Dakwah; Ummah; Quran; Hadith; orphanage home.

Introduction

It is a known fact that, on the whole, the Ummah is militarily weak, technologically underdeveloped, far behind in science and devoid of education⁽¹⁾. The Muslims attitude towards life, which is the major reason for their backwardness today, is the result of wrong perception, interpretation and practice of Islam, caused by a lack of knowledge. A correct mindset is required as a starting point for change, which can be developed through proper education and dakwah. The Ummah must realize that once Islam is correctly understood and practiced appropriately, it will empower them to success in this life, and be in a position to offer a rightly guided leadership to mankind (as *khaira umma*), a role which Allah has predestined on them⁽²⁾.

The Ummah was once respected and regarded as the most civilized community on earth that everyone wishes to emulate. Its great civilization became the fascination of the world where people from all corners of the earth flocked into their cities to seek knowledge from them who were obviously culturally superior and the most advanced of all societies in the world at that time. The best universities were in the Muslim states and there was great development in all the Islamic sciences, from jurisprudence and philosophy to the physical sciences and fine arts during the Golden Era of Muslim civilization (i.e. during the reign of the Abbasid Islamic caliphate, from 750 CE to 1258 CE). People at that time were impressed with the Islamic culture and its people. Of the Christians of Cordova for example, many were enlightened and contented to follow the Muslim's examples faithfully⁽³⁾. They "took delight in the poems and romances of the Arabs". Such was the state of superiority the Ummah experienced at that time. However, a few centuries later, Muslim dominance of the world ended as a result of complacency and indifference towards knowledge among its followers.

Certainly, the superiority which the Ummah once enjoyed can be regained if the Ummah is willing to return to the basic teachings of Islam that place great emphasis on knowledge. Correct understanding and practice of Islam will eliminate the 'duality of knowledge' mindset which is the main cause of our current backwardness. The Ummah needs to be equipped with 'true' knowledge (that is guided by the Quran and Al-Hadith) and be instilled with a culture that is passionate towards the pursuit of knowledge. Striving to seek for 'true' knowledge shall be the main agenda for change for the Ummah which is the pre-requisite to regain its lost strength and position. The intellectuals should use their capabilities and potentials to spearhead the change and instill such culture within the Ummah. The role of knowledge, in this respect, is without any shroud of doubt important, particularly so in the present situation when the world economy is shifting from one that is production-based (P-Economy) to one that is knowledge-driven (K-Economy). Unless this is carried out, the Ummah will continue to be inferior and subjugated to others.

The role of intellectuals as agent of change

The intellectuals who are blessed with knowledge (such as in management and technologies) should take the lead to bring about the desired change within the Ummah. They should take the task of empowering the Ummah as a trust (*amanah*) from Allah and be proud to be the agent of change for the community. They must take charge to build the future of the Ummah which depends, among others, on the collective will and endeavour to work together as an Ummah, and regard this struggle as 'ibadah' and service to Islam. The mistake of past generations that sidelined the importance of knowledge must not be repeated, and Muslims must develop the passion for knowledge and engage in research and development, leaving nothing unobserved and unstudied.

The knowledge infrastructure that meets the following four objectives should be created and promoted; *A thinking Ummah*; *An Ummah that is science and technology-based*; *An Ummah that strives for excellence*; and *An Ummah who is free to determine and define its own future*. Only then, the Ummah could contribute towards not only the re-invention of itself but also the creation of a civilisation – paralleled only by those during the Andalusian and Abbasiyah past, and thus once again reposition itself as the rightly guided leaders (*khaira umma*) for mankind. This is indeed a daunting task that

noble cause of empowering this Ummah. They should use their expertise to lead the change and are convinced that it is a decision worth taking as the Ummah has the resources to rebuild their strength and elevate them from the current situation of backwardness. They should be committed to shoulder the responsibility of leadership for the Ummah which, in the present situation is best carried out through an NGO where all the ideals, positive values and cultures mentioned above could be promoted and established firmly in the minds of the Ummah. It is a practical tool for change where excellent ideas could be effectively implemented with the assistance of full time paid workers. With consistent hard work, creativity and sincerity of purpose to inculcate these values, the Ummah will be empowered to determine its own future and be respected by others in every aspect of life such as politic, education, economy and dakwah bil hal or community work.

NGO as a means of Empowerment

The task to empower the Ummah should not only be the responsibility of the government but also its people, especially the intellectuals (the learned and the professionals). The empowerment process starts with educating the Ummah that Islam, as a comprehensive religion is the source of strength and guidance that would empower them to excel in this life. They must understand that their present pathetic situation is the fruit of their own deeds consequent to misunderstanding and misinterpretation of the teaching of Islam. Getting back to the basic teaching and practice of Islam is the first step to the long journey of re-establishing the Muslim civilization. The knowledge infrastructure mentioned above should be well established within the Ummah as these are the driving forces that could propel it to a greater height and be respected once again by the rest of humanity. The intellectuals should take up the challenge to empower the Ummah, which needs a legal mechanism to operate, a dynamic leadership, and a strong financial support to ensure its success.

An NGO is a legal mechanism through which a particular cause, such as charity work, could be championed. In its broadest sense, a non-governmental organization is one that is not directly part of the structure of government. It exists for variety of purposes, usually to further the political, religious or social goals of their members⁽⁴⁾. In some country, it functions as a pressure group to the government or a lobbyist to a certain political party. As far as this country is concerned, the Muslim is behind others in this field, especially those related to services like education, welfare and health. The statistic of dialysis centre from the National Renal Registry is an example of such scenario. The non-Muslims intellectuals are at the forefront in such activities which also give their helping hand to the needy among the Muslim while their counterparts from the Ummah takes an indifferent and insensitive attitude to the need of its fellow members. A similar situation also occurs in other Muslim countries and thus, the Ummah is perceived to be very weak and dependent on others for their basic needs, while the non-Muslim is regarded to be caring, strong and progressive thus putting them in a superior position than us.

Management of an NGO

Through an NGO, one could harness the available resources within one's control and collaborate with others (or networking) be they governments, enterprises, or individuals to optimize cost without compromising the quality of the product or the service that it wishes to provide. Three essential components must be present as pre-requisite for successful implementation of any given task or project: leadership, managers and workers. Of the three, leadership is the most important, being the force that provides life to the rest. The intellectuals usually take up the leadership role voluntarily and are the motivating force for the rest. Full time paid manager and workers are essential for the day-to-day running and maintenance of the expected standards of a service that it provides (e.g. a haemodialysis service). However, voluntary leadership isn't easy to get, though not impossible. As a leader, one also plays the role as strategist, thinker and researcher to ensure that the desired objectives of a particular project are reached and be able to sustain for a long period of time. In addition, as volunteer, one needs to have the right attitude of wanting to serve others for the sake of Allah and the Ummah and possesses good *akhlaq* such as sincerity, honesty and trustworthiness. Transparent management of funds that sustain the project is desirable for continuous trust and support from donors.

It is important to note that, projects run by NGO should be managed like an enterprise, which relies among others on good business plan, dedicated leadership, reliable workers and strong financial status. The NGO is regarded as the 'company' and the leadership, being the trustees of this 'company' may be regarded as the 'owner' of this 'company'. As trustees, they must ensure that the 'project' is managed professionally to prevent losses. They are also responsible to maintain the trust and continuous support from regular donors to finance its activities. As such, the leadership must *strive for* a good track record in terms of the provision of a high quality service and a 'clean' annual financial report which are indicators of a credible management. The public and other donors have the right to know how the funds are utilized, which has to be spelled out clearly in the financial report and will continue to donate if they are convinced that the management of the NGO is transparent and accountable. In addition, efforts must also be taken not to rely heavily on donation by creating opportunities to generate its own income.

Marketing strategy

Empowering the Ummah is a collective effort that requires proper planning and strategy. In the initial phase of planning, like minded individuals who are committed to initiate and sustain a particular agenda of change must identify the specific need that they wish to champion and discussed in depth on various issues such as leadership, governance and networking before taking off with the idea. Right from the start, there must be a committed team with clear vision and mission as to how a conceived idea could turn into reality. As mentioned, the entrepreneur mindset is required especially when one embarks on establishing a service that requires big capital and special expertise, such as haemodialysis. Once initiated, it has to continue as in the case of haemodialysis service, end stage chronic renal failure patients are dependent on the machines throughout their lifetime. It is crucial that the service be managed like a company with the orientation of profit and lost especially so when the majority of the fund obtained to run the service comes from public donation.

One of the important issues surrounding the establishment and running of an NGO project is cost. There should be enough capital to establish and run a project, which in an NGO, the majority comes from public donation or grants from government. Although minimal costing is required to maintain the prime movers of the project (being volunteers), appropriate fund must be put aside to spend on the workers where only the qualified persons be chosen to run the service so as to fulfill its expected standard. (For example, in the case of a hemodialysis centre, it has to follow strictly the guidelines produced by the Ministry of Health).

Being an NGO, collaboration with others, such as the government agencies, companies or individuals can help reduce cost. For example, government hospital could provide free training of the core staff to run the project such as haemodialysis service. It is also possible to get low rental if the premise of the project is situated in a government building. Thus, from the outset, it is crucial that the leadership works out a strategy to convince others, especially those whom they think would be useful partners for sustainability of the project. Having key figures of the society as patron of the project gives it a better image and facilitates activities such as donation drive. It is important to convince others to co-operate or become partners in this noble cause, and the slogan, "smart partnership in dakwah bil hal" is a good strategy. Through such approach, the smart partners are more enthusiastic in providing assistance and co-operation, thus ensuring continuous support as they are also part of the team that subscribe to the agenda of empowering the Ummah.

A success story

Empowering the Ummah is an important agenda that should be supported especially by the intellectuals. The various issues discussed above serve as guidelines in understanding the concept as well as implementing it into reality. The success stories of smart partnership projects by NGOs and government agencies in empowering the Ummah portrayed the feasibility and practicality of such approach.

The Islamic Medical Association of Malaysia (IMAM), Pahang chapter and Badan Nadwah Islamiah Pahang (NADWAH) have successfully established a haemodialysis centre, called Pusat Hemodialisis Islam Makmur (PHIM) for the past six years through a smart partnership concept with Majlis Ugama Islam Pahang (MUIP) and Pusat Kutipan Zakat (PKZ). It was established to ease the burden of the government hospital which has limited dialysis facilities to meet the demand of patients, especially those from the lower socio-economic group irrespective of race and religion. The facilities and care provided by the centre follow strict criteria as determined by the Ministry of Health that ensure quality service to patients.

In its early stage, the centre received support from the hospital in training of dialysis assistants which are conducted free of charge. These dialysis assistants, upon completion of intensive six month training are certified fit to work under supervision of staff nurses. The centre also received consultation service from a nephrologist at a minimum fee, which is a requirement set by the Ministry of Health. Patients applying to receive dialysis care at the centre are first seen by the hospital's nephrologist and are only accepted once they are certified stable and fulfill the criteria set up by the centre.

Yogyakarta, December, 2nd, 2006

Altogether a total of 89 patients had received treatment at the centre. Currently, with a capacity of 18 machines and two sessions of treatment daily, it serves a total of 52 patients. The centre is managed by full time manager (1), staff nurses (2), dialysis assistants (6) and a clerk. The cost for each dialysis session is RM100.00 or between RM1,200.00 to RM1,300.00 per month per patient, receiving three dialysis treatment per week.

Without strong financial support, the centre could not function smoothly as it runs an average deficit of about RM12,000.00 every month. The running cost of the centre with the current number of patients and staff is about RM 80,000.00 per month. How does the centre manage itself with such big deficit? On record, it is true that there is such deficit, because it takes the figure of the income received from patients' payments versus the amount of money spent to provide the service. This is because about a third of our patients could only afford to pay a minimum fee of RM200.00 to RM300.00 per month. In other words, their treatment is heavily subsidized by the centre. It obtains its fund to support these patients through public donation, companies, individuals, and specific program during the month of Ramadhan. A great portion of the fund comes from donation during the fasting month of Ramadhan through *Ramadhan appeal* letters and *RM2 coupon donation* carried out by the amil zakat fitrah. Other means such as from donation boxes placed at restaurants and mosques also contributed to the fund. All these fund raising activities, which are permissible under the law, has allowed the centre to obtain a clean balance sheet. Consequently, it managed to provide uninterrupted quality service to all its patients and pay its staff.

Managing success

It is generally more difficult to manage success than to establish it. For the Pusat Hemodialisis Islam Makmur (PHIM), it is essential that every member understands the philosophy of smart partnership in dakwah bil hal, and the vision and mission of the organization. The commitment of the prime movers (the leadership) as well as the workers has to be maintained all the time, and this is not an easy task. Equally difficult is the provision of the next echelon of leadership, who shall be responsible to uphold the spirit of the establishment and strengthened it all the time.

Managing NGO project like that of an 'enterprise' proves handy in ensuring its long term sustainability, and this is the essence of success of PHIM up to this point. The entrepreneur mindset is required in handling human resources so that they are motivated and committed to serve the NGO (which is their employer). Workers benefit and a reasonable career pathway are incentives that maintain loyalty of the workers to the organization.

Conclusion

The experience of an NGO in establishing a dialysis centre is an excellent showcase of great creativity of how Muslim intellectuals could play a role in empowering the Ummah. The concept of smart partnership in daawah bil hal promoted by the NGO is a practical strategy in getting the involvement and support from government agencies as important partner in the agenda of empowering the ummah. The success story of NADWAH and IMAM (Pahang chapter) is a good example of such partnership that should be emulated by others.

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