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# Implementation of Public Information Disclosure in Creating Good Governance at Universitas Andalas

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## ABSTRACT

Received: February 03, 2022 Revised: June 15, 2022 Available online: July 30, 2022	Implementation of Public Information Disclosure in Creating Good Governance at Andalas University. In line with the demands for reform, good governance comes in the form of a new transplant which is expected to be able to take care of the bureaucracy which has been represented as a bureaucracy full of acts of corruption and abuse of power. Transparency is an	
Keywords	important aspect of governance that demands an increasingly open and transparent government system. The enactment of the Information Disclosure Act is one aspect to increase public oversight of the government system. Writing this journal is intended to be able to	
Implementation, Policy, Good Governance, Public Information Disclosure	provide an overview by analyzing the implementation of public information disclosure in realizing good governance at Andalas University as a government institution that is to provide the information needed in the implementation of higher education. This study uses descriptive	
Correspondence	qualitative methods, while for data collection techniques in this research study the auth conducted interviews, and documentation. The results of the study indicate that	
Name: Roni Ekha Putera E-mail: roniekhaputera@soc.unand.ac.id	implementation of Public Information Disclosure in Creating Good Governance at Andalas University is still not running optimally, this is caused by communication that does not go well, inadequate resources.	

#### INTRODUCTION

**ARTICLE INFORMATION** 

Good Governance is part of a new perspective in governance that provides a change after the multidimensional crisis (Prianto, 2011; Sudiro, 2017). In line with the demands for reform, good governance is present in a new transplantation form which is expected to be able to change the bureaucracy that has been considered so far as a bureaucracy which is described by the fatness of the bureaucratic organization, the overlapping authority of inter-state institutions, unprofessional employees, as well as the discipline and work ethic of employees. still low (Maryam, 2017; Dewi, Adista, & Safrida, 2021).

Based on empirical data and facts, public services in Indonesia are still not optimal. This will reduce the essence of the government's goal to realize social welfare for all Indonesian people. For this reason, one of the efforts that must be done immediately in realizing good public services, namely optimizing information disclosure in the implementation of public services (Febrianingsih N, 2012).

With the shifting of the reform system in Indonesia, there will be a change in the perspective of the government system, with a new perspective it is hoped that changes will occur in governance, which can represent a system of good governance. One aspect of good governance is transparency, where transparency is an important aspect in an increasingly open and transparent government system. The enactment of the Law on Public Information Disclosure has become one of the aspects to increase public participation in the public policy-making process and realize good state administration, which is transparent, effective, efficient, accountable, and accountable, by the objectives of UU KIP No. 14 of 2008 ("Law No. 14 of 2008 concerning Openness of Public Information,").

Information disclosure is the result of efforts made by various parties to support good governance (Sjoraida, 2015). The

openness of public information is a major component in the realization of a good, transparent, open government system, and participation in every state affair, both in the decision-making process, implementation and evaluation. (Nurdiansyah, 2016) (Rozikin, Puji Harmini, & Wiradita, 2020). Disclosure of information becomes an important thing because a closed government is prone to irregularities and abuse of power (Prabowo, RD, Manar, DG, & Adhi, 2014).

To support the results of the research and writing of this journal, the author describes several previous research results related to the author's study. The results of previous research discussed related to information disclosure which was still not optimal. Research conducted (Engkus, Suparman, Trisakti, & Rodhiya, 2019) regarding "Implementation of Public Information Disclosure at the State Islamic University (UIN) Sunan Gunung Djati Bandung". Engkus et al research used the Miles and Huberman analysis model in analyzing the research, the results showed that some still encountered several obstacles that caused the policy not to run optimally, one of the factors that caused the policy to not run optimally was due to lack of resources, one of which one is the lack of human resources, both in terms of quantity and quality.

Other research results that discuss similar studies are the results of research conducted by (Baharuddin, 2020) namely regarding the success of the North Luwu Regency Government in implementing public information disclosure. The results of this research study suggest that one of the efforts made by the North Luwu Regency Government is to achieve success in implementing Law No. 14 of 2008 concerning the Openness of Public Information. namely by conducting socialization and training and fulfilling the facilities and infrastructure needed to implement policies.

As a public institution, Andalas University must open access to information related to the administration of higher education

to the public. Andalas University is chosen as the object of research because Andalas University is one of the largest and largest universities on the island of Sumatra with an area of approximately 500 hectares (www.unand.ac.id). Based on the results of monitoring and evaluation conducted by the Central Information Commission in 2018, Andalas University won the "quite informative" predicate. For monitoring and evaluation held by the Central Information Commission in 2019, Andalas University again won the "quite informative" predicate, and for monitoring and evaluation held by the Central Information Commission in 2020, Andalas University again won the "quite informative" predicate. And for the monitoring and evaluation held by the Central Information Commission in 2021, Andalas University won the predicate "towards informative" komisiinformasi

Based on the results of monitoring and evaluation conducted by the Central Information Commission from 2018 to 2020, Andalas University won the predicate of "quite informative" and finally in 2021, public information disclosure at Andalas University only won the predicate to informative. This is certainly a concern for Andalas University, where in the last four years the monitoring and evaluation results carried out by the Information Commission have not experienced significant changes. This means that Andalas University's level of compliance with the UU KIP is still low. In addition, Andalas University was once considered non-transparent by several students, this can be seen from several student actions holding demonstrations ("Newsglobal.id,", 2021)

The next obstacle is the list of information on the Andalas University website page (www.ppid.unand.ac.id) which is displayed does not display complete information, the periodic updating of the list of public information is still not running smoothly, it can be seen that the website page is rarely updated so that the researcher assumes that one of the factors that make the existence of the Andalas University PPID seems to be running is not optimal due to the lack of adequate resources. which is one of the important aspects in supporting the performance of PPID Unand, and the lack of support in the form of incentives, infrastructure facilities, and staff.

The research study that the author examines is different from what has been discussed, the difference is in the period of the research, where for the time the research that the author is doing is more up to date, in addition to the location of the research it is also different from previous research, the research that the author is doing is which is located at Andalas University, and several other aspects are different from previous research. The research carried out by the author discusses how to implement the UU KIP in Creating Good Governance at Andalas University.

The question that the author asks is How is the Implementation of Public Information Disclosure at Andalas University in Creating Good Governance? Some of the objectives of this research are to observe the importance of information disclosure in one of the government's public bodies which require to provide the information needed by the community in terms of the implementation of higher education, one of which is universities, especially Andalas University, the author feels the need to get an overview and analyze further how to implement KIP in Creating Good Governance at Andalas University.

#### METHOD

In analyzing this study, the author uses a qualitative method, with a descriptive approach. The qualitative method is a research method used in researching the condition of natural objects, where the researcher is the key instrument, and data collection techniques are carried out by triangulation (Hardani. Ustiawaty, 2017). Data were collected by observing and interviewing research informants. Determination of informants is done by purposive sampling, ie informants are selected randomly with certain considerations determined by the researcher. The informants in this study were the Vice Chancellor II of Andalas University, Head of the Bureau of General Affairs and Resources, Andalas University, and Head of the Sub-Division of Public Relations and Protocol, Andalas University. Techniques in data analysis are a technique in processing data and then presenting the data in the form of information that is easy to understand. Data Analysis Techniques used, namely data that has been obtained through observation and interviews, then processed and analyzed qualitatively.

### **RESULTS AND DISCUSSION**

Policy problems are a function of the existence of debates about the formulation, details, explanations, and assessments of a problem (William, 2003). So, the implementation of Public Information Disclosure in Creating Good Governance at Andalas University can be a picture of solving public policy problems.

The process of implementing the policy carries out a series of activities or activities so that in the end it will get a result that is by the goals or objectives of the policy itself. As a public policy, the implementation of the KIP law must be carried out properly, this is because implementation includes a variety of actions (Indah & Hariyanti, 2018).

In implementing the Law on Public Information Disclosure, a derivative rule is needed that discusses how to implement the law. As a form of derivative regulation that discusses the implementation of the law on public information disclosure, Government Regulation number 61 of 2010 was born to implement the Law on Public Information Disclosure. The Government Regulation requires every government to be able to implement and establish an Information Management and Documentation Officer. The Information Management and Documentation Officer have the duty to carry out the entire series of implementations of the Law on Public Information Disclosure, as well as to be at the forefront of public institutions in providing information services to the public.

The legal basis that becomes the main guideline for Andalas University in implementing public information disclosure is the KIP Law, PP number 61 of 2010 concerning the implementation of the KIP Law. To boost information disclosure in higher education, Andalas University is part of a government institution that has established PPID, the first establishment of PPID was in 2015 with the Unand Rector's Decree number 456/XIII/A/UNAND-2015, then in the following year, it was formed through the Unand Chancellor's Decree Number: 891/XVI/A/UNAND-2017.

In connection with changes in the organizational structure within Andalas University and the dynamic development of public information management, it is deemed necessary to make changes to the settings in managing information, then through the Decree of the Chancellor of Andalas University number 2112/UNI6.R/XIV/KPT/2019, as a revision on the previous rector's regulations. With this regulation, it is hoped that policy implementers can be more transparent in providing public information services and are expected to be able to accelerate policy implementation.

The organizational structure of PPID unand is based on information on the official UNAND website.



Figure 1. Organizational Structure of PPID UNAND Source: ("ppid.unand.ac.id," nd)

In the picture of PPID Unand's organizational structure, the one who is responsible for PPID's superior is the Chancellor of Andalas University, and the Implementing PPID is the Vice Chancellor II, for the implementing team in charge of the tasks and functions of information services at Andalas University are the Vice Chancellors I, III and IV and the rector's expert staff for public relations and protocol. For PPID Implementing Assistants are the Dean, Head of Institution, Director of Postgraduate Program, President Director of Unand Hospital, Head of Bureau and Head of UPT, the field of documentation and information management, field of information services, and field of dispute resolution.

Based on the research that the author did, through the results of monitoring evaluations held by the information commission and from the results of clustering issued by the Ministry of Research and Technology in 2018, Andalas University won the 'Informative Enough' category in the 2018 KIP award by the Indonesian Central Information Commission (Information Commission, 2018). In 2019 Andalas University again won the 'Informative Enough' category in the 2019 KIP award by the Indonesian Central Information Commission, and finally in 2020 Andalas University won the 'Informative Enough' category ("komisiinformation.go.id," 2019).

Based on the results of monitoring and evaluation carried out by the Central Information Commission of the Republic of Indonesia, for the last three years, public information disclosure at Andalas University is still in the fairly informative category and has not yet reached the highest category, namely informative. This is of course an evaluation for Andalas University, where in the last three years there has been no change in the results of the evaluation monitoring carried out by the Central Information Commission of the Republic of Indonesia. This means that Andalas University's level of compliance with the Law on Public Information Disclosure is still low. Given the importance of Public Information Disclosure in higher education, the implementation of public information disclosure at Andalas University should be even better, by Law Number 14 of 2008. In addition to this, in implementing information disclosure, Andalas University was once considered non-transparent by several students, this can be seen from several Unand students who held demonstrations during the 65th anniversary of Andalas University. campus parties to be more transparent in disseminating information to students regarding the issue of Unand becoming PTNBH ("Newsglobal.id,", 2021).

From the author's direct observation, by accessing the PPID Unand website page, which is an information system designed as a form of implementing information disclosure, there are still conditions where the information presented has not published the three information properly.

Based on monitoring of the UNAND PPID website, in the Information List menu presented, not all of them are accessible, this illustrates that the Andalas University PPID has not carried out its duties and functions maximally in creating information disclosure, one of the forms of PPID being less than optimal in carrying out its duties and functions. can be seen through the website page which still displays minimal information, this illustrates that the updating of information data that must be carried out regularly has not been carried out properly. This condition illustrates the existence of the implementer of this policy, namely PPID UNAND, which is still experiencing various obstacles, due to a lack of resources.

Seeing the implementation of information disclosure in a government agency or institution can be seen from the public information service system in a Public Agency by information service standards based on applicable rules. Information services at Andalas University have also made it easy for the public to get information about Andalas University easily and quickly, using the public being able to submit information managed by Unand with applicable terms and conditions. Andalas University provides information services online as well as offline.



Figure 2. Procedure for Online Information Request *Source: ppid.unand.ac.id* 

For online public information services, starting at 08.00 to 16.00 by accessing ppid.unand.ac.id and then filling out the online form, after that, an inspection and identification of information will be carried out, if it is not within the scope of Unand it will be transferred to the requesting agency to access the information. If the information requested is included in the category of excluded information, then it can be rejected and an objection can be submitted, but if the information is available in the application, the officer will immediately provide the information. If the information is within the scope of Unand, the officer will search the information. If the information cannot be provided, then the applicant waits for 10 days, with an additional time of 7 days. If the information is available in the application.

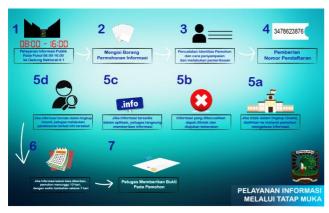


Figure 3. Procedures for offline requests for information *Source: ppid.unand.ac.id* 

For offline public information services, starting at 08.00 to 16.00 by coming directly to the PPID room of the rectorate building on the 1st floor, then the applicant fills out the information request form provided by the officer, then the officer records the identity of the applicant and conducts an examination, then the officer gives a registration number. If it is not within the scope of Unand, it will be transferred to the requesting agency to access the information. If the information requested is included in the category of excluded information, then it can be rejected and an objection can be submitted, but if the information is available in the application, the officer will immediately provide the information. If the information is within the scope of Unand, the officer will search the information. If the information cannot be provided, then the applicant waits for 10 days, with an additional 7 days. If the information is available in the application, the officer will immediately provide the information by providing evidence to the applicant.

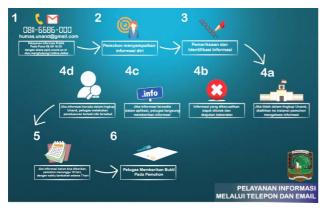


Figure 4. Procedure for Requesting Information via telephone and email.

Source: ppid.unand.ac.id

For public information services by email and telephone, starting at 08.00 to 16.00 by accessing ppid.unand.ac.id or calling the hotline 08116686000, then the applicant submits personal information, and the officer records the identity of the applicant and conducts an examination, then the officer provides a registration number. , if it is not within the scope of Unand, it will be transferred to the requesting agency to access the information. If the information requested is included in the category of excluded information, then it can be rejected and an objection can be submitted, but if the information is available in the application, the officer will immediately provide the information. If the information is within the scope of Unand, the officer will search the information. If the information cannot be provided, then the applicant waits for 10 days, with an additional 7 days. If the information is available in the application, the officer will immediately provide the information by providing evidence to the applicant.

Perki No. 1 of 2010, explains the obligations that must be carried out by every public agency in providing information services, based on the study that the author has done, the author finds that of the eleven points that are the obligations of the Public Agency above, only a few points have been fulfilled. , namely in point (a) Andalas University has established a standard operating procedure (SOP) in providing information services; (b) Andalas University has created an information system that is used to manage information properly, effectively, and efficiently, namely through the PPIDU nand website (c) Andalas University has established PPID since 2015 through the Rector's Decree Number: 456/XIII/A/UNAND- 2015; (d) in 2021 Andalas University has also budgeted the funding for information disclosure.

Table 1. Details of Andalas University Information Management Budget for 2021

No	Activity	Budget
1	Development of database/website/information system of UPT KKN	10,000,000
2	Application development / information system / village / village development database website	30,000,000
3	Lab website creation and maintenance. Biological Resources	6,000,000
4	University/faculty/department/study program promotions and roadshows	770,240,000
5	Implementation of data information systems and digitization of university/faculty/department/study data in eras 4.0 and 5.	362,068,000
6	Making Andalas University profile video for new promotion of academic needs	30,000,000
7	Making an independent student selection application	35,000,000
8	Making a new student selection application for collaboration paths	35,000,000
9	Electronic media coverage costs	21,000,000
10	Cost of reporting events in print media	9,103,000
11	Making a video of the Merdeka Learning Program Independent Campus (MBKM) Unand	25,000,000
12	Livestreaming video and documentation costs	22,000,000
13	Promotion of Andalas University Hospital in	13,500,000
14	electronic and print media Making printed information media for the promotion and socialization of Andalas University Hospital	29,500,000
15	Procurement of information systems or applications for Pandumas majoring in BDP for	15,000,000
16	the Faculty of Agriculture	25 000 000
16	STP website development	25,000,000
17	Making a profile video for the promotion of STP Unand	25,000,000
18	Procurement of STP promotional cinema equipment for LPPM's needs	23,000,000
19	Andalas University Hospital Newspaper Subscribe	7,440,000
20	Dharmasraya III campus building internet network	156,000,000
21	Development of fiber optic backbone network	174,000,000

	in Payakumbuh Campus building	
22	Procurement of computer/internet network equipment for the Faculty of Medicine	50,000,000
23	Procurement of development and capacity building of the Limau Manis campus FO network	191.000.000
24	Procurement of FO cheerful data center backbone network	160,000,000
25	Maintenance of the internet network in the procurement service unit for field II	83,198,000
26	Publication of activities to local and national print and electronic media (field2)	183.600.000
27	Unand main internet source bandwidth subscription	3,900,000,000
28	Bandwidth subscription (back up)	120,000,000
	Amount	6,541,649,000
	Unand Allocation	629,946,378

Source: ppid.unand.ac.id

(e) For Public Information services at Andalas University, the existing facilities and infrastructure still depend on the facilities and infrastructure of the Public Relations section. PPID Andalas University still does not have a special room, for operational activities implementing policies still riding in the Unand Public Relations section, supporting facilities such as Computers, Scanners, and other supporters still use the facilities and infrastructure of the Public Relations section; (f) There is no cost for obtaining a copy of the information; (g) not all public information is updated regularly; (h) Andalas University has not maximally provided and provided information; (i). Andalas University will respond to objections submitted; (j) Andalas University has annually made a report related to information services; (k).

Based on the results of the author's research findings, information was obtained that communication is one of the obstacles faced by PPID Unand. In analyzing the research that the author did; the analysis starts with the communication indicator which is an indicator that greatly influences the process of running a policy. Regarding the process of delivering information from a policy, the activities carried out include socialization and coordination between policymakers and policy implementers. Based on the results of observations and interviews that the author conducted at the location, the process of delivering information about the information disclosure law has been carried out, namely by conducting outreach activities to the law to the entire academic community of Andalas University,

From the results of the author's observations, the authors conclude that the results of the socialization and coordination activities are still not optimal, it can be seen from the socialization process that is still not comprehensive, this is illustrated by the socialization and coordination to policy implementers, where the socialization is not all up to the policy implementers. The socialization that has been carried out is still not effective, this is because the socialization of the UU KIP that has been implemented is still substantive.

Based on the results of interviews with Vice Chancellor II Unand, so that this policy can be known and implemented, socialization is carried out:

"One of the activities that we have carried out so that this policy can be known is by holding a socialization of the Information Disclosure Act (UU KIP) to the entire Unand academic community by presenting the Deputy Chair of the Central KI and the Head of West Sumatra KI (Vice Chancellor II Unand, October 1, 2021)" In addition to socializing the Information Disclosure Act to the entire Unand academic community, another form of communication delivery is a coordination by policy implementing agents, namely coordination meetings with policy implementers, namely PPID members.

based on an interview with the Head of Public Relations and Protocol of Unand, so that this policy can be implemented, it is necessary to conduct a coordination meeting with the policy implementer:

"To implement this policy, we held a coordination meeting on the implementation of the policy to policy implementers, namely PPID members with discussions about the implementation of the UU KIP which is still general in nature (Head of Public Relations and Protocol Unand, 15 August 2021)"

Based on the author's observations of the socialization carried out, socialization has indeed been carried out, but only in certain circles and according to the author's observations it is still not optimal, this is because the socialization regarding the implementation of the UU KIP and derivative regulations is still substantial and not technically operational, so there are still many policy implementers who do not understand. The lack of information and coordination obtained by PPID members made some members not even know that they were members of PPID. For the coordination meeting activities carried out, the policy implementers who were present at the coordination meeting were only internal parties, namely the public relations department. As a result, not all PPID members know information about policy implementation. In addition, for information services in the field of documentation and information management, they still use the pick-up system, whereas the PPID in the field of documentation and information management in managing and documenting information still requests information from units by visiting directly. For the PPID website, there is still a lot of information that has not been updated.

For that, we need an effort to optimize the socialization carried out by PR, through a method and material that is more in-depth socialization, which discusses more towards the substance so that policy implementers can understand more clearly, besides that it is deemed necessary to form activities that are monitoring and evaluating. implementation of the policy periodically in implementing the UU KIP.

The next indicator that affects the policy implementation process is resources, information is obtained that resources have an important role in the policy implementation process, the success of the role of communication indicators in explaining the provisions and rules of a policy, if in implementing the policy the number of implementors who are responsible for implement the policy, then the implementation of the policy may fail.

In the implementation of a policy, resources have a crucial role, human resources are seen based on the quantity they have for public information services, they only have 2 staff, where these staffs have main tasks and functions and routine work outside of PPID information services and this is certainly one of the obstacles that cause the implementation of public information disclosure at Andalas University to be not optimal. As for the quality of human resources, PPID Andalas University does not yet have staff who have the skills or expertise in managing the Andalas University PPID website, for operators who manage the PPID website are still managed by the Andalas University Public Relations staff, so PPID has limitations in the ability to present accurate and complete information. on the PPID website.

From the results of interviews with the Head of Public Relations and Protocol of Andalas University:

"For now, we don't have a special operator that handles PPID, the PPID website is still managed by the staff of the Andalas University Public Relations Division, where they also have other duties (Head of Public Relations and Protocol Unand, 15 August 2021)"

For this reason, an effort to optimize the indicators of human resources is needed to carry out policies, so that there is no overload on the workload which ultimately interferes with the main tasks of other jobs.

In addition to constraints on human resources, resources in the form of supporting facilities are still inadequate, namely resources in the form of supporting facilities in carrying out the policy process. Resources in the form of other supporting facilities are also still inadequate, namely resources in the form of crucial support facilities, where PPID must provide information service facilities. From the author's observations in the field, that PPID Andalas University does not yet have a workspace and is still joining the PR workspace, for facilities that support operations in carrying out the Public Information Openness Policy (KIP), such as computers, scanners, and other supporters still use the facilities and infrastructure. public relations infrastructure.

That matter is based on the results of interviews with the Head of the Public Relations and Protocol of Andalas University:

"For now, there is no special room for PPID, for the time being, the PPID room is combined with the public relations room, later if there are guests who visit about PPID we will receive it first in this public relations work room, and for operational facilities for PPID operators still use public relations facilities (Head of Public Relations and Protocol of Unand, August 15, 2021)"

Based on the author's interview with Vice-Chancellor II Unand, the budget for implementing this policy already exists:

"As unand's commitment to implementing information disclosure, unand has budgeted Rp. 629,000,000 for the cost of making the PPID workspace, this is intended to provide safe and comfortable services to the public. So that what is expected by the community can be achieved well (Vice Chancellor II Unand, October 1, 2021)."

Incentives for policy implementers are one of the crucial factors so that policy implementation is carried out properly because a limited budget can trigger a less than optimal quality of service provided to the community. From the author's observations at the location, the budget for providing incentives to implementers of this policy is not yet available. Based on an interview with the Head of BUSD at Andalas University, "At this time, there is no budget allocation for incentive payments for policy implementers (Head of BUSD Unand, October 1, 2021)."

Based on the interviews and tables described previously, the researcher concludes that Andalas University has provided a budget to be able to carry out public information disclosure. The provision of this budget will ideally support public information disclosure activities at Andalas University, but the budget for incentives for implementing policies does not yet exist.

To support the implementation of Public Information Disclosure (KIP), it is necessary to include a budget for the operation of this policy to fulfill both physical facilities and infrastructure in the form of office facilities that support the operation of Public Information Disclosure (KIP) as well as non-physical facilities and infrastructure in the form of honorarium for information service implementers.

#### CONCLUSION

Transparency is an important aspect of governance that demands an increasingly open and transparent government system, to create good governance. Public Information Disclosure becomes a means to realize a system of supervision over the government management system (Kadek, CSW., 2019). Research in writing this journal aims to provide an overview and analyze the Implementation of Information Disclosure in creating good governance in universities, namely Andalas University as one of the government institutions that must provide information in terms of managing higher education.

From the results of research and analysis in the previous explanation, the implementation of UU KIP in realizing Good Governance at Andalas University is still not running ideally. From the results of the author's research, it can be concluded that the implementation of KIP in realizing Good Governance at Andalas University can be categorized as not yet optimal and not running as expected, this is seen through the approach of Edward III's theory. Communication is one indicator that still has shortcomings, namely in terms of socializing this policy. For this reason, an effort to optimize socialization is needed with more in-depth socialization methods and materials, which discuss more towards the substance so that policy implementers can understand more clearly,

In the resource variable, the number of human resources in the implementation of KIP at Andalas University is fat in structure but minimal in function, while resources for infrastructure and facilities still depend on the Public Relations department.

For this reason, an effort to optimize human resources is needed in carrying out this Policy, so that there is no overload on the workload which ultimately has an impact on other job duties.

In the disposition variable, the implementor tends to be indifferent to the implementation of public information disclosure, while in the bureaucratic structure variable, the implementation of this policy still encounters obstacles of unclear implementation of activities, therefore it is hoped that the implementor will optimize coordination between related units.

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