

Implementation Of The Pentahelix Approach Model Against Development Sustainable Tourism

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Abstract

This objective is to describe how the Pentahelix approach model in developing sustainable tourism in the City of Bukittinggi towards a national leading tourism destination. This research is a descriptive research using a qualitative approach. Data were collected through: interviews, observation and literature study. Determination of informants using purposive presentation techniques and key informants of the Head of the Tourism and Culture Office of the City of Bukittinggi. Data analysis by means of: data condensation, data levers and withdrawals. The data validation used source triangulation. The results of the study: (1) The development of tourism in the city of Bukittinggi using the Pentahelix approach model has involved the Bukittinggi City Government, Tourism Academics and Practitioners, Communities and Communities, Business Actors, and the Media. (2) The findings from the field show that the roles and duties of stakeholders are not optimal and (3) The collaboration between stakeholders in the City of Bukittinggi from the results of the research is not synergistic.

Keywords: Pentahelix, Sustainable Tourism



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INTRODUCTION

The tourism sector is one of the strategic factors for the economy of a region, especially in increasing people's income, local revenue (PAD) and even the foreign exchange income of a country. Tourism can provide many social, economic and development benefits (Oktaviani, 2016). In addition, tourism is also often used as a first step in advancing the economy of a country (Desi, 2017). The current world of tourism can be felt growing rapidly from year to year and has become a strategic sector for each country to increase foreign exchange from the non-oil and gas sector. Therefore the development program and utilization of tourism potential resources in a country can contribute to economic development.

The development of tourism in Indonesia has recently experienced a significant increase, progress in the tourism sector has made tourism a key factor in the alternative income economic sector from the non-oil and gas sector. This tourism development certainly

requires the cooperation of many tourism sector players that are coordinated and long-term (Feronica, 2019). The development of tourism in an area that has potential in the form of natural beauty, superior products, and local wisdom is definitely proportional to the improvement of the welfare of its people in the economic and social fields. As added by I Nyoman (2019) that there are three positive impacts of tourism development in the economic and social fields, including (1) Opening Jobs, (2) Increasing Sales of Local Products, (3) Increasing Infrastructure Development. That is why I. Nyoman, (2019) said that it is better if sustainable tourism development, especially towards national superior tourism, must involve many parties in the development process.

Arief Yahya (2016) emphasizes that tourism is not only the responsibility of the Ministry of Tourism but tourism is also the responsibility of all elements, such as government, academics, business people, media, and the community. The five synergies called

"Pentahelix" are the key in developing tourism. Furthermore, Agus (2019) adds that the Pentahelix Approach Model is considered very effective in advancing the tourism sector. Through the power of "Knowledge Power" academics will provide solutions and studies so as to produce a solution for the development of the tourism sector. Meanwhile, in terms of business, it produces a strategy for how tourism can boost the people's economy by developing a marketing strategy. The Pentahelix approach model is an Academy Business Community Government and Media (ABCGM). In addition, the community can involve various tourism communities to drive tourism such as Asita, HPI, GenPI, PHRI and others. Meanwhile, the government's role in supporting tourism is very important, namely in terms of coordination and provision of tourism facilities and infrastructure. The government in this case has a strategic role in advancing tourism because the government has "Political Power" to formulate a decision through policy and provide accessibility, such as ensuring adequate infrastructure and other conveniences.

However, Oktaviani (2016) in this case emphasizes that developing tourism towards a national leading tourism destination will be a tough challenge because tourism industry players sometimes face various conditions and situations that often do not contribute well to the progress and development of tourism. Even though the development and development of tourism potential in an area is progressing or not, it requires contributions and cooperation from many parties. (Reski, 2016). In addition, Tosun and Timothy (2003) also emphasized that one important aspect of sustainable tourism development is the emphasis on community-based tourism. This approach focuses more on the participation of local communities in planning and developing potential in tourism destinations. By involving the community, tourism can directly benefit local communities. Some cases, as explained by Akbar (2019), that local communities generally do not have sufficient information, resources, and strength to make decisions in tourism development and development, for this we need special and professional parties who can overcome limitations. The limitations of the local community are to continuously strengthen local organizations, so that in the future they can be better at developing superior tourism.

Several examples and other experiences in the field show that tourism development can be done through good agreement and cooperation with academics. Academics in this case can take a role to assist the process of mentoring the community in

various sectors of the creative economy, product development and others (Asfi, 2018). Another example that is often encountered is by involving academics to design or design the development of the area of a tourist attraction, of course, through a participatory approach.

Citra Persada (2017) also adds that communication and coordination between stakeholders should not be overlooked. Local organizations (communities) must build good cooperation and communication with government agencies in their regions. With a good relationship, it is hoped that it can accelerate the development of short and long term tourism target programs. Indirectly, according to Berry (2018), this is a form of the concept of "community based tourism" or community-based tourism, in which the community is involved in recognizing and developing their potential, both in the form of natural, cultural and human resources. But in practice in the field, applying the concept of sustainable tourism with the Pentahelix Model Approach is not as easy as it seems. Therefore Sri Langgeng, (2017) added that the leadership aspect of the government also greatly influences the tourism development process.

In this connection based on Government Regulation No. 50 of 2011 article 10 paragraph 1 and 2 explains that RIPPARNAS places 50 DPNs spread across 33 provinces and 88 National Tourism Strategic Areas (Aldian, 2015), one of the cities included in the 50 DPN target is Bukittinggi. This is supported by Perda No. 25 of 1987 that the City of Bukittinggi as a tourism development area and the main tourist destination city in West Sumatra Province with the title "City of Tourism" as of March 11, 1984.

Apart from having beautiful natural conditions, the city of Bukittinggi is also full of historical events. For centuries, starting from the pre-colonial period to the arrival of the West and Japan, the City of Bukittinggi has played its role as a city that records many historical events. This condition according to Mestika Zed (1995) is still added to the history of the heroism of the City of Bukittinggi as the capital of the Republic of Indonesia in a period of transition to independence.

Based on the potential possessed by the City of Bukittinggi as mentioned above, sustainable tourism development in the City of Bukittinggi will never be able to run on its own, because considering there are so many tourism potentials that can be exploited, especially considering that the tourism sector is the main sector in terms of regional budget revenue (PAD) City of Bukittinggi. Therefore it is necessary to have

cooperation in its development. The Pentahelix Approach Model, which is a synergy and collaboration from the Academy Busines Community Government and Media (ABCGM), is one of the relevant offers from the Ministry of Tourism related to tourism development in the City of Bukittinggi. As stated in the Minister of Tourism Regulation (Permen) of the Republic of Indonesia No. 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations. The aim is to ensure and quality activities, facilities, services and create experiences and value tourism benefits. Related to this explanation, this study tries to discuss further about how the Pentahelix approach model in developing sustainable tourism in Bukittinggi City towards a national leading tourism destination.

METHOD

This research is a descriptive research type with a qualitative approach. The author in this case uses this type of research to describe how the Pentahelix Model Approach in developing sustainable tourism in the City of Bukittinggi towards a national leading tourism destination. This research is a qualitative research, so the data obtained must be deep, clear and specific (Sugiono, 2009). Data collection was obtained from interviews, observations, documentation studies, and focus group discussions. As for the explanation of each of these techniques, namely: (a) Interview, In essence, an interview is an activity to obtain in-depth information about an issue or theme raised in research, and/or is a process of proving information and information that has been obtained through techniques others before, (b) The results of observations are in the form of certain activities, events, objects, conditions or situations. Observation techniques are used to observe directly and indirectly related to the role of the pentahelix actor (Academy Busines Community Government and Media) in developing sustainable tourism in the City of Bukittinggi towards a national leading tourism destination, (c) Documentation Study, Researchers collect data about tourism, Law Number 10 of 2009 concerning Tourism, Government Regulation Number 50 of 2011 concerning the National Tourism Master Development Plan for 2010-2025, Regulation of Perda No.4 concerning RPJMD of the City of Bukittinggi for 2016-2021, Perda of the City of Bukittinggi No. 7 of 2014 concerning the City of Bukittinggi Tourism Promotion Board and other documents related to the City of Bukittinggi Tourism.

RISULT AND DISCUSSION

The tourism sector is designated as the leading potential of the City of Bukittinggi. Departing from the natural and geographical conditions of the City of Bukittinggi itself. The city of Bukittinggi currently has an

area of + 25,239 km² located in the middle of West Sumatra Province with an altitude between 909-941meters above sea level. The temperature ranges from 17.1^o C to 24.9^oC, so that the city of Bukittinggi has a cool climate. Its strategic position is a triangle crossing to the north, east and south of Sumatra. The topography of the city is hilly and offers beautiful natural panoramas and is surrounded by three mountains, namely Mount Merapi, Mount Singgalang and Mount Sago, which seem to be supporting pillars to strengthen the city of Bukittinggi. This is why Bukittinggi is also known as the "City of Tri Arga". In addition, the city of Bukittinggi is also equipped with historical relics such as: Lobang Jepang, Benteng Fort de Kock, Jam Gadang etc. This proves that the city of Bukittinggi is an old city that is full of historical heritages, one of which is always attached to the nation's history, namely Bukittinggi was once the capital of the Republic during the PDRI period December 1949-July 1950.

This gift of nature which is sustained by the gift of history has made the City of Bukittinggi an attractive tourist destination to enjoy. The city of Bukittinggi is also developed into trade and service tourism, health tourism, conference tours and resorts and other services. This can be proven by the contribution of the tourism sector to support the PAD of the City of Bukittinggi, namely: between 30-40%. The tourism potentials of the City of Bukittinggi include: (1) Sightseeing tours consisting of Ngarai Sianok, Panorama, Panorama Baru, Jenjang 1000, Views of Bukittinggi City Hall, Great Wall of Bukittinggi-Agam. (2) Historical Tour consisting of *Jam Gadang*, *Benteng Fort dek Kock*, Bung Hatta Palace, Taman Kinantan Zoo, *Lobang Jepang*, Bung Hatta Birth House (3) Cultural Tour consists of Cultural Museum / Rumah Bagonjong. (4) Culinary/shopping tours such as *Los Lambuang* in *Pasa Lereang*. (5) Conference Tour consisting of Bung Hatta Convention Center, Bung Hatta Library and Bung Hatta Palace.

In addition, the Trade and Services Sector is also designated as a prime potential. This departs and is in line with the function of the City of Bukittinggi itself. Starting from the history of the city of Bukittinggi, when the establishment of "Pasa Ateh" on the hill of Kandang Kabau in 1858, which was intended as a place of transaction for its people. This location has developed and expanded to become the center of community activities in the City of Bukittinggi. The city of Bukittinggi was thus intended to have a function as a place of trade. Along with the rapid development of trade activities, it is also attached to the function of providing services.

The city of Bukittinggi with its function as a City of Trade and Services is attached to its current development, which is increasingly rapid, especially with the support of 4 main market centers: namely *Pasa Ateh, Pasa Bawah, Simpang Pasa Aur, Pasa Banto*. This made the City of Bukittinggi a trading center, especially for convection goods, apparel and handicraft goods. This product is a handicraft of the community around the city of Bukittinggi and is generally marketed in the Aur Market and this potential is also on a national and even international scale.

The trade and services sector is the main contributor to the revenue of the City of Bukittinggi, almost half of the regional income in 2005 (43%) which is shown by the PDRB of Kota Bukittinggi being the center of trade and services services. Besides that, to support trade and services, this city also has the potential in the industrial sector. The total number of industrial businesses in Bukittinggi is 810 types of industrial businesses, 5 types of industry which are quite large, including: Pastry Bread Industry, Cracker Industry, Building Material Component Moulding, Furniture Industry, Ground Coffee Industry. Meanwhile, the number of 7 business units engaged in various industrial sectors is 434 business units. Companies that are relatively large and experiencing rapid increase are the apparel industry, convection, border and the shoe/sandal industry. This potential in the future will be further developed and will strive to make the City of Bukittinggi a trade "showcase" in West Sumatra. This possibility has been initiated through various collaborations with neighboring regions and even with neighboring countries.

Implementation of the Pentahelix Approach Model to Development Bukittinggi City Tourism

The tourism development efforts in the City of Bukittinggi could not have been implemented without the intervention of stakeholders. The Government of the City of Bukittinggi seeks to synchronize and cooperate in tourism development with various parties, including associations of tourism actors, so that community participation in tourism development can grow and be directed in accordance with government policies. The Pentahelix model according to Arif Yahya is a collaboration of 5 (five elements) subject or stakeholder elements of tourism, namely: academician, business, community, government and media. Commonly abbreviated as ABCGM. The development of tourism in the City of Bukittinggi from the results of research uses the Pentahelix Approach Model, which involves elements: Academics, Business, Government, Community and Mass Media. Then in policy

implementation there are various actors involved. They can come from the government as well as from the community, identified as coming from related agencies, business people, tourism activists and community organizations (James Anderson, 2003). The actors involved and their roles from the results of this study can be explained as follows.

a. Identification of Actors Involved in Tourism Development in the City of Bukittinggi

Based on the research results, it is known that the actors involved in the development of tourism in the City of Bukittinggi consist of 5 (five) elements, namely: The first element is the **Government** including: Dispuadar (Dinas Kebudayaan dan Pariwisata), Bappeda (Badan Perencanaan Pembangunan Daerah), Dishub (Dinas Perhubungan), Disdag (Dinas Perdagangan), DinKopUM (Dinas Koperasi UKM dan Perdagangan), Diskominfo (Dinas Komunikasi dan Informasi, SatpolPP Bidang Pariwisata Kota Bukittinggi, Dinrumkim (Dinas Perumahan dan Pemukiman), DPU (Dinas Pekerjaan Umum), Dintaru (Dinas Tata Ruang), Pokdarwis (Kelompok Sadar Wisata Kota Bukittinggi), BP2KB (Badan Promosi Pariwisata Kota Bukittinggi, Kepolres Kota Bukittinggi. The second element is **Academics** which consists of Fakultas Pariwisata Universitas Muhammadiyah Kota Bukittinggi. Faculty of Tourism, University of Muhammadiyah Bukittinggi City. IAIN Bukittinggi Syariah Tourism, Paramitha Bukittinggi Tourism Academy (Akpar Paramitha).

The third element is **Business** including: APKSB (Asosiasi Pengusaha Kerupuk Sanjai Bukittinggi), APRINDO (Asosiasi Pugusaha Ritel Indonesia) cabang Bukittinggi, PHRI (Perhimpunan Hotel dan Restoran) Kota Bukittinggi, ASITA (Association of the Indonesia Tour and Travel Agencies) Bukittinggi. The fourth element is the **Community** consisting of Genpi (Generasi Pesona Indonesia) Bukittinggi, Fotografer, Sejarawan Publik, Sanggar seni (Sanggar Puti Limo Jurai, Sanggar Saayun Salangkah, Sanggar Seni Parintang) dan Penggiat Wisata. The fifth element is **Media** consisting of RRI Bukittinggi, Jam Gadang Fm 102,3, Jelita Fm 103,1, Kaba 12.com, Harian Haluan.com, Bi TV, Hijrah TV, TVRI.

b. The Role of Actors Involved in the Development of Tourism in the City of Bukittinggi

1. Government

The government and related agencies in general are the bureaucracy that is seen as the administrative agent most responsible for implementing policies. This view applies to the

implementation of policies in both developed and developing countries (NSB). The bureaucracy has great authority to fully control the "area" of policy implementation in its operational area because they have a mandate from the legislature. The actors involved and identified from the first element, namely the Government are: Dispuar (Dinas Kebudayaan dan Pariwisata), Bappeda (Badan Perencanaan Pembangunan Daerah), Dishub (Dinas Perhubungan), Disdag (Dinas

Perdagangan), DinKopUM (Dinas Koperasi UKM dan Perdagangan), Diskominfo (Dinas Komunikasi dan Informasi, SatpolPP Bidang Pariwisata Kota Bukittinggi, Dinrumkim (Dinas Perumahan dan Pemukiman), DPU (Dinas Pekerjaan Umum), Dintaru (Dinas Tata Ruang), Pokdarwis (Kelompok Sadar Wisata Kota Bukittinggi), BP2KB (Badan Promosi Pariwisata Kota Bukittinggi, Kapolres Kota Bukittinggi.

Table: 1
Role of Government and Related Services in Development
Bukittinggi City Tourism

No	Actors	Role in Tourism Development	Realization
1	Disbudar (Dinas Kebudayaan dan Pariwisata)	Play a role in field affairs Culture, Arts, Tourism and Marketing Industry Development (Promotion)	According to Duties and Functions
2	Bappeda (Badan Perencanaan Pembangunan Daerah)	Play a role in the development of tourism which is arranged in the Bukittinggi City RPJM	According to Duties and Functions
3	Disdag (Dinas Perdagangan)	Facilitating industry and trade such as souvenirs typical of the City of Bukittinggi	According to Duties and Functions
4	Dishub (Dinas Perhubungan)	Providers of access and infrastructure related to tourist destinations Such as public transportation, bendi and ojek	According to Duties and Functions
5	DinKopUM (Dinas Koperasi UKM dan Perdagangan)	Play a role in facilitating the field of cooperatives and UKM	Not optimal yet
6	Diskominfo (Dinas Komunikasi dan Informasi)	Play a role in providing information about all policies and regulations related to tourism in Bukittinggi City	According to Duties and Functions
7	SatpolPP Bidang Pariwisata Kota Bukittinggi	Play a role in law enforcement and policing the area around the tourist attraction	According to Duties and Functions
8	Dinrumkim (Dinas Perumahan dan Pemukiman)	Play a role in facilitating and granting business licenses for hotels, homestays, guesthouses and inns	According to Duties and Functions
9	DPU (Dinas Pekerjaan Umum)	Play a role in facilitating road access facilities and infrastructure to tourist objects	According to Duties and Functions
10	Dintaru (Dinas Tata Ruang)	Play a role in facilitating the spatial planning and construction sector of Bukittinggi City	According to Duties and Functions
11	Pokdarwis (Kelompok Sadar Wisata Kota Bukittinggi)	Acting as the spearhead tourism development at the lowest level	Low level of initiative
12	BP2KB (Badan Promosi Pariwisata Kota Bukittinggi,.)	Engaged in promoting improving the tourism image of the City of Bukittinggi to the community	Not optimal yet
13	Kepolres Kota Bukittinggi	Acting as security and law enforcer in the city of Bukittinggi	According to Duties and Functions

Source: Research Analysis Siti Fatimah & Jefri Naldi, 2019

2. Academics and Tourism Practitioners

Other stakeholders involved in policy implementation are academics and tourism practitioners. Tourism academics and practitioners play a role in providing views and analysis based on data in the field regarding the level of development and also finding the right formula to promote tourism in the City of Bukittinggi. Academics as tourism development consultants from universities are

considered to know ideal theories and concepts in tourism development. As a form of dedication from a higher education academic, and which is beneficial for the surrounding community. Academics and tourism practitioners consist of: Faculty of Tourism, University of Muhammadiyah Bukittinggi City. IAIN Bukittinggi Sharia Tourism, Paramitha Bukittinggi Tourism Academy (Akpar Paramitha).

Table: 2
Roles of Academics and Related Practitioners in Development
Bukittinggi City Tourism

No	Actors	Role in Tourism Development	Realization
1	Faculty of Tourism, University of Muhammadiyah Bukittinggi	Research institutes, and provide assistance, research and provide solutions to tourism problems in Bukittinggi City	According to Duties and Functions
2	Tourism Syariah IAIN Bukittinggi	Research institutes and take part in realizing tourism labeled syariah	It's not optimal yet and is still just standing
3	Tourism Academy Parmitha Bukittinggi (Akpar Paramitha)	Research institute	There is no related research

Source: Research Analysis Siti Fatimah & Jefri Naldi, 2019

3. Business

Business related to tourism in the City of Bukittinggi is a business that provides goods and or services to meet the needs of tourists and to organize tourism. Business actors who have played a role in the development of tourism in the City of Bukittinggi include: APKSB (Association of

Crackers Entrepreneurs Sanjai Bukittinggi), APRINDO (Association of Indonesian Retailers) Bukittinggi branch, PHRI (Association of Hotels and Restaurants) Bukittinggi City, ASITA (Association of the Indonesia Tour and Travel Agencies) Bukittinggi. KADIN (Chamber of Commerce and Industry) of the City of Bukittinggi.

Table: 3
Related Business Role in Development Bukittinggi City Tourism

No	Actors	Role in Tourism Development	Realization
1	APKSB (Sanjai Bukittinggi Crackers' Association)	Serves as one of the souvenir icons from the City of Bukittinggi	Enjoy the role and be able to become a typical food icon of the City of Bukittinggi
2	PHRI (Association of Hotels and Restaurants) in Bukittinggi City	Give ideas and input to the leading sector, as well as hotel and restaurant management	According to the role
3	ASITA (Association of the Indonesia Tour and Travel Agencies) Bukittinggi	Give ideas and input to the leading sector, as well as travel and travel agency coordinators	According to the role, expected to be able to make tour packages

Source: Research Analysis Siti Fatimah & Jefri Naldi, 2019

4. Community

Communities are influential in the development of tourism in the City of Bukittinggi, because with them, more tourists will get to know the various tourist objects in the city of Bukittinggi, it's just that the realization in the field, the author finds that sometimes in every art performance event or attraction as an attraction tourism, the Community and the Tourism Office are not in line and seem to be moving independently. Like the Public / Tourguide Local community in Panorama

Lobang Jepang. In addition, the City of Bukittinggi Tourism Ambassador who sometimes rarely involves the Tourism Office. (Interview with one of the Tourism Office staff, 2019). The following communities are involved in the development of tourism in the City of Bukittinggi, including: Genpi (Generation of Indonesian Enchantment) Bukittinggi, Photographers, Public Historians, Art Studio (Sanggar Puti Limo Jurai, Sanggar Saayun Salangkah, Sanggar Seni Parintang) and Tour Activists.

Table: 4
Role of Community Related in Development
Bukittinggi City Tourism

No	Actors	Role in Tourism Development	Realization
1	Genpi (Indonesian Charm Generation) Bukittinggi	Play a role in promoting the latest destinations and events and tourist attractions in the City of Bukittinggi	According to the role
2	Photographers	Acting as a giver of impressions and memories to tourists immortalized in the form of photos	In accordance with the role and well coordinated between fellow communities
3	Bloggrer	Destination promotions and City of Bukittinggi tourism event on the website and is independent / personal	According to the role
4	Public Historian	Acting as a provider of information and stories related to history	Not optimal because there is still a lack of public awareness about history
5	Sanggar Seni (Sanggar Puti Limo Jurai, Sanggar Saayun Salangkah, Sanggar Seni Parintang)	Acting as the preservation of cultural values as well as acting as a tourist attraction event	In accordance with the role and often contribute in welcoming important guests, state and delegation guests abroad
6	Tourist Activists	Provide ideas and input to the leading sector	Active in providing input and tourism development for the City of Bukittinggi

Source: Research Analysis Siti Fatimah & Jefri Naldi, 2019

5. Media

The media is an important stakeholder in the City of Bukittinggi, because tourism development must be published as news and spread via online or offline media. News of tourism development will very quickly have a positive impact on the

community if it cooperates with and collaborates with the mass media as a publication of tourism activities. Publication media that play a role in the development of tourism in the city of Bukittinggi include: from RRI Bukittinggi, Jam Gadang Fm 102.3, Jelita Fm 103.1, Kaba 12.com, Daily Haluan.com, Bi TV, Hijrah TV

Table: 5
Role of Related Media in Development
Bukittinggi City Tourism

No	Actors	Role in Tourism Development	Realization
1	RRI Bukittinggi	Publication of information tourism through radio media	According to duties and roles
2	Jam Gadang Fm 102,3	Publication of information tourism through radio media	According to duties and roles

3	Jelita Fm 103,1	Publication of information tourism through radio media	According to duties and roles
4	Kaba 12.com	Publication of information tourism via the web	According to duties and roles
5	Harian Haluan.com	Publication of information tourism via the web	According to duties and roles
6	Bi TV	Publication of information tourism through television media	According to duties and roles
7	Hijrah TV	Publication of information tourism through television media	According to duties and roles

Source: Research Analysis Siti Fatimah & Jefri Naldi, 2019

CONCLUSION

The Pentahelix Approach Model is a development concept, where elements of academia, business, community, government and media work together to achieve the increase and acceleration of a tourism development. The Pentahelix approach model is the best solution because there is a mission and vision contained in it, such as cohesiveness, mutual support, cooperation in building targets. Through strong partnerships and a conducive climate, any sector can be done, be it the tourism sector, small and medium

enterprises, cooperatives, or the franchise sector. Through the Pentahelix Model Approach strategy will generate ideas and ideas that are creative, innovative and sustainable. Through the Pentahelix Approach Model Regional Original Income (PAD) through the tourism industry can be boosted, the impact will increase the gross domestic product of the region or region, the role of academics is used to conduct initial studies, solutions include in the preparation of studies and policies, while the community is upstream and downstream is going well, including providing good mentoring.

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