

Social inclusion-based library development strategies in agricultural institutions

Herwan Junaidi^{1*}, Pudji Muljono², Yusman Syaukat³

¹Center for Agricultural Libraries and Literacy

Jl. Ir. H. Juanda No.20, Bogor Tengah, Bogor, Jawa Barat, 16122

²Department of Communication Science and Community Development, Institut Pertanian Bogor

Jl. Kamper, Dramaga, Bogor, Jawa Barat, 16680

³Department of Resource and Environmental Economics, Institut Pertanian Bogor

Jl. Agatis, Dramaga, Bogor, Jawa Barat, 16680

)* Corresponding Author, Email: herwanjunaidi@pertanian.go.id

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Abstract

Social inclusion-based library transformation is a library service dedicated to improving the community's quality of life and welfare through literacy. The implementation of this program targets the community, farmers, extension workers, and stakeholders in West Java. This research analyzed internal and external factors that influenced the development of libraries based on social inclusion in supporting regional development. This study used a qualitative analysis approach through observation and interview methods with seven respondents involved in social inclusion-based libraries. The study results indicated that the development of social inclusion-based libraries held great potential to improve the community quality of life and support regional development through literacy. The most influential internal and external factors included increased cooperation with village governments and related agencies, strengthening the capacity of human resources for library management, promotional programs, and reinforced institutions and regulations. The SWOT-AHP analysis prioritizes future program development strategies for the institutional model of social inclusion-based libraries, with a focus on encouraging the active role of farmer groups and promoting increased cooperation with related ministries/institutions and boosting increased cooperation with village governments. These three strategies are considered the most effective in strengthening the impact of social inclusion-based library programs on community development, especially in the agricultural and rural sectors.

Keywords: Social inclusion-based libraries; Agricultural institutions; Literacy; Regional development

Strategi pengembangan perpustakaan berbasis inklusi sosial melalui kelembagaan pertanian

Abstrak

Transformasi perpustakaan berbasis inklusi sosial merupakan layanan perpustakaan yang berkomitmen untuk meningkatkan kualitas hidup dan kesejahteraan masyarakat melalui literasi. Implementasi program pengembangan perpustakaan berbasis inklusi sosial memiliki sasaran yang difokuskan bagi masyarakat, petani, penyuluh dan stakeholder di Jawa Barat. Penelitian ini menganalisis faktor internal dan eksternal program pengembangan perpustakaan berbasis inklusi sosial dalam mendukung pembangunan daerah. Metode penelitian menggunakan pendekatan analisis kualitatif melalui metode observasi dan wawancara. Adapun sampel penelitian melibatkan tujuh responden yang terlibat dalam perpustakaan berbasis inklusi sosial. Hasil penelitian menunjukkan bahwa pengembangan perpustakaan berbasis inklusi sosial memiliki potensi besar dalam memberikan kontribusi terhadap peningkatan kualitas hidup masyarakat dan mendukung tercapainya pembangunan daerah melalui literasi. Faktor yang paling berpengaruh secara internal dan eksternal dalam pengembangan program mencakup peningkatan kerjasama dengan pemerintah desa dan instansi terkait, penguatan kapasitas sumber daya manusia pengelola perpustakaan, promosi program, serta penguatan kelembagaan dan regulasi. Analisis SWOT-AHP memprioritaskan strategi pengembangan program perpustakaan berbasis inklusi sosial model kelembagaan ke depan dengan fokus mendorong peningkatan peran aktif kelompok tani dan mendorong peningkatan kerjasama dengan Kementerian/Lembaga terkait serta mendorong peningkatan kerjasama dengan pemerintah desa. Ketiga strategi tersebut dipandang paling efektif untuk memperkuat dampak program perpustakaan berbasis inklusi sosial dalam pembangunan masyarakat khususnya di sektor pertanian dan pedesaan.

Kata Kunci: Perpustakaan berbasis inklusi sosial; Kelembagaan pertanian; Literasi; Pembangunan daerah

INTRODUCTION

Indonesia, the world's largest archipelagic country, consists of more than 17,000 islands, including major islands such as Java, Sumatra, Kalimantan, Sulawesi, and Papua. With its abundant natural resources, Indonesia is known as an agricultural country, where the agricultural sector plays a vital economic role (Erlina & Iskandar, 2023)

Indonesia is renowned for its abundant natural resources, with vast forest areas –among the largest in the world–, fertile soil, and stunning natural scenery (Siregar, 2014). In addition to agricultural products such as palm oil, rubber, and coffee, Indonesia's natural resources encompass significant reserves of petroleum, natural gas, coal, gold, nickel, and others.

In addition, Indonesia is also rich in various land mining products such as gold, nickel, tin, copper, coal, and many more. Beneath the earth's surface, Indonesia possesses substantial reserves of gas and oil and metal mineral resources, such as nickel 6.08%, cobalt 6.82%, lead 14.05%, zinc 9.63%, bauxite 3.33%, iron 0.72%, gold 4.63%, tin 16.67%, copper 3.29%, manganese 19.17%, chromium 0.44%, and titanium 0.17% (Setiawan, 2022). Significantly, Indonesia's coal resources are estimated to represent approximately 2%-3% of the world's total coal reserves.

The agricultural sector employs the largest segment of the workforce in Indonesia, with 39.68 million people, representing around 31.86% of the nation's total working population (Rahman & Octaviani, 2020). The agricultural sector is one of the few industries that has survived the COVID-19 pandemic. The Central Statistics Agency (BPS) data shows that the

agricultural sector has continued to grow positively in the last two years, from the beginning of the first quarter of 2020 to the fourth quarter of 2021. The Gross Domestic Product (GDP) of the agriculture, forestry, and fisheries sector increased to 13.28% of the total national GDP, representing a growth of 2.59%, in the fourth quarter of 2021 (Kementerian Pertanian Republik Indonesia, 2021). This indicates that agriculture can be one of the mainstay sectors driving the economy during the COVID-19 pandemic.

Indonesia's agricultural product exports showed a continued growth during the COVID-19 pandemic. The Ministry of Trade data shows that the value of non-oil and gas exports in the agricultural sector in January-November 2021 reached US\$ 3.83 billion, up 4.1% from the same period the previous year, which reached US\$ 3.68 billion. These agricultural exports contributed 1.97% to Indonesia's total non-oil and gas exports, which reached US\$ 197.98 billion in that period.

Agricultural export commodities produced by Indonesia include agricultural products, such as coffee, tea, and spices. Throughout January to November 2021, these commodities had the largest export value at US\$ 1.33 billion or 0.7% of the total non-oil and gas exports. Since 2015, Indonesia's agricultural export trend has shown a fluctuating pattern. The main target of agricultural development in the Indonesian Ministry of Agriculture's (MoA) mission is to realize food and nutrition security for 273 million Indonesians. This mission aligns with the second goal of the Sustainable Development Goals (SDGs) program, namely ending hunger, achieving food

security, improving nutrition, and promoting sustainable agricultural cultivation.

Indonesia has adopted the SDGs as long-term sustainable development goals, encompassing 17 goals and 169 measurable achievements. This agenda has been agreed upon by 193 countries (Rachman et al., 2019). This aligns with the mission of the United Nations (UN) through the drafting of a joint development resolution until 2030 (Ramadhani & Prihantoro, 2020). Increasing food security, added value, and agricultural competitiveness can make this happen. Farmer welfare is the impact of achieving the outcomes of agricultural development programs and activities (PUSTAKA, 2022).

The National Development Planning Agency (Bappenas), through its strategic role, supports the achievement of SDGs through the social inclusion-based library program (PBIS) (Bappenas, 2018). The National Library of the Republic of Indonesia initiated this program as one of the national priority programs. In order to provide library services that combine the concept of social inclusion, this program aims to rejuvenate public libraries in Indonesia (United Nations Department of Economic and Social Affairs, 2016). The concept of social inclusion, which was first proposed in 1974, has been widely discussed by the United Nations (UN) within the framework of the SDGs.

Social inclusion is a process that encourages social interaction among individuals with diverse social attributes and ensures access to all areas of social life (Silver, 2015). The goal of the PBIS library service transformation model is to enhance community welfare and quality of life (Rachman et al., 2019). Social inclusion-

based libraries provide community facilities that enable equal participation by developing potential based on cultural diversity or empowerment (Wiyono, 2020).

The Coca-Cola Foundation Indonesia (CCFI) initially initiated the PBSI transformation model known as PerpuSeru (Safira et al., 2015). PerpuSeru's activities began in the library. The library, as a repository of knowledge, has the potential to support social inclusion. This means that anyone can access the library regardless of their identity (Moran, 2021).

PerpuSeru is a CSR program in the library sector that aims to make libraries a center for community learning based on information technology. The Bill and Melinda Gates Foundation fully funds this program as PerpuSeru is part of the Global Library program. Running since 2011, this program aims to improve the quality of life of the community through libraries. The social inclusion approach encourages equal treatment and opportunities for all members of society, regardless of differences in religion, ethnicity, physical condition, sexual orientation, and other factors (Ra'is, 2017).

Of particular note is the PerpuSeru initiative, which has proven its ability and success in utilizing libraries to foster welfare development. Ultimately, in 2018, Bappenas and the Republic of Indonesia's National Library embraced the PerpuSeru program, elevating social inclusion initiatives to national priorities. In 2019, Bappenas gave the National Library a target to implement PBIS activities in 300 locations, with a budget of 145 billion rupiah plus a Special Allocation Fund (DAK) of 300 billion rupiah (Haryanti, 2019).

In addition, libraries play an important social role as a repository of

knowledge and educational development, while also serving as a freely-accessible physical community space for farmers and extension workers. Libraries must have a strategic function in life and meet the information needs of users (Fujiwara et al., 2019). Even Sutarsyah et al. (2022) stated that special libraries can be part of the solution to problems at all levels of society. The Center for Agricultural Library and Literacy (PUSTAKA) is an institution that provides agricultural information to support the realization of increased food security and farmer welfare. PUSTAKA began to dive directly with the slogan "Library Comes to You" through the PKBIS program, a mentoring initiative promoting literacy for the welfare of the community, farmers, and stakeholders (PUSTAKA, 2022).

Utilizing existing collections, reading activities, training, and empowerment can also achieve literacy-based empowerment (Mahdi, 2020). PUSTAKA has transformed into a library where community activities are carried out to improve the welfare and quality of life of the community (Purwantini et al., 2021).

The Literacy Strengthening Program for Welfare is part of the priority program to accelerate poverty reduction in Indonesia. Literacy is a form of cognitive skill reflected in the ability to identify, understand, and interpret information, which can then be transformed into productive activities that provide social, economic, and welfare benefits for the community. A knowledgeable society serves as a powerful social foundation to encourage the process of transforming society towards a prosperous life and realizing a cosmopolitan Indonesian society based on strong cultural values (Bondar, 2019). The goal of social inclusion

is to reduce existing disparities and improve community welfare (Adriyana, & Cahyaningtyas, 2022).

Social inclusion is closely related to social exclusion. In addition, inclusion and exclusion are two sides that cannot be separated. Social exclusion is a concept formed by society about those who are marginalized due to certain conditions that prevent their voices from being heard (Davey & Gordon, 2017). Social inclusion involves society being involved in activities and efforts so that individuals at risk of exclusion can fully participate in community life (Priyanto et al., 2023).

Social inclusion is a multidimensional, multilevel, dynamic, and relational concept constituting both a process and a distinct outcome. We conceptualise social inclusion across multiple domains – including economic, social relations and resources, service provision and access, and health and wellbeing spanning multiple systematic levels, including the individual, the family system, workplaces, and neighbourhoods (Ben Brik & Brown, 2024). It challenges practices that mean certain groups are not recognised as full participants and demands the removal of barriers and social structures that interfere with participation (Bailey et al., 2023). Individuals prevent from participating fully in society in meaningful ways (Labonte, 2016).

Based on this reference the process of social exclusion was chosen to support the conceptual model. Social exclusion includes limitations in (1) material resources and social needs; (2) income from secure employment or government support; (3) access to the labor market to earn a stable income and develop social relationships; (4) access to affordable

housing; (5) access to education and skills to engage in the workforce and social participation; (6) personal safety due to systemic racism and discrimination that hinder access to employment, education, health care or other aspects of social participation; (7) opportunities for social participation, limited social support, and established social networks; and (8) power to speak on behalf of government policies, which impact civic participation and affect the domains mentioned above.

This program was developed for the following reasons: since 2015, Indonesia's ranking in the Human Development Index (HDI) has dropped from 188 to 113 (Wulansari et al., 2022). Data from the Central Statistics Agency (BPS) in 2022 indicates that 26.16 million Indonesians are still living in poverty, with 14.34% of them in rural areas. This condition contributes to uneven development and perpetuates poverty (Mochammad et al., 2020).

Based on these data, one way to accelerate poverty alleviation is to implement a literacy program for the welfare and improvement of people's standard of living through PBIS (Bappenas, 2018). Social inclusion-based libraries are a model of library service transformation that is committed to improving the quality of life and welfare of library users through library development that prioritizes community empowerment (Rachman et al., 2019).

In 2022, PUSTAKA developed a social inclusion-based library program to support the MoA's mission. The development of the PKBIS program focuses on four aspects: (1) 'The Library Comes to You', (2) agricultural activity centers, (3) 'Seeing is Believing', and (4) before-after analysis (PUSTAKA, 2022). 'The Library Comes to You' aims to bring the reference collection closer to its

target users. The community empowerment process fosters closer and more harmonious relationships among villagers (Khoir & Davison, 2018). The 'agricultural activity center' designates PKBIS as a center for agriculture-related activities. 'Seeing is Believing' emphasizes PKBIS's focus on increasing physical activity or demonstration plots for information dissemination. In addition, 'before-after analysis' is used to assess the impact of PKBIS at the pilot project location. PKBIS' institutional approach focuses its operations in two locations: the BPP office and the Village Extension Post (Posluhdes) secretariat, to facilitate coordination and management. BPP is a leading agricultural institution that operates at the field and sub-district levels, with each BPP divided into agriculture extension worker work areas.

Meanwhile, Posluhdes is a non-structural extension institution formed and managed in a participatory manner by farmers and extension workers. BPP and Posluhdes are expected to provide consultation services to the community and farmers regarding location-specific agricultural problems and to foster changes in the reading behavior of farmers and the community through reading materials available in their respective libraries. It aims to enable farmers and the community to transform agricultural knowledge from texts into context for implementation in farming businesses and community life.

Various PKBIS program activities carried out by PUSTAKA involve the community and stakeholders. These activities include: (1) Collection: providing agricultural information materials in various formats to the community, farmers, and extension workers in several potential agricultural locations; 2) Literacy:

conducting literacy guidance to transform agricultural knowledge so that communities, farmers, and extension workers can apply it. 3) Technical Guidance: facilitating the improvement of knowledge and skills of farmers and extension workers by providing experts in their fields according to their needs and bridging with various communities around the activity location to improve knowledge or skills in utilizing resources in their environment; 4) Facilitation: providing a place to gather and carry out activities in the environment; 5) Advocacy: assisting the community and farmers in advocacy with cross-institutional partners related to agricultural production cooperation in supporting agricultural development. The development of PKBIS in several locations is PUSTAKA's effort to bring services closer to the community. This means that users no longer need to come to PUSTAKA to access information, as PUSTAKA now delivers information services directly to them. PKBIS offers a learning space for the surrounding community so that they can engage in meaningful work. The program has implemented several activities, including community literacy programs and transforming textual information into relevant contexts. Collaboration with other professions significantly helps librarians in assisting the community. PUSTAKA provides field experts tailored to the community's needs at PKBIS locations. The PKBIS program is implemented in four selected locations in West Java province,

namely Bogor Regency and Bogor City (PUSTAKA, 2022). As a pilot project program, there are two approach models, namely the institutional model and the community model. To enhance community knowledge and skills, the analysis and formulation of the PKBIS program approach model strategy are required. Thus, the purpose of this study is to formulate a PKBIS program development strategy with an institutional model that supports regional development.

RESEARCH METHODS

The study on the PKBIS program employed an institutional approach model and was conducted at BPP Leuwiliang and BPP Cibungbulang, Bogor Regency. The types of data used in this study were primary data and secondary data. Primary data were collected through direct interviews with expert respondents, including representatives of local government, extension coordinators, and community leaders, using a questionnaire. Secondary data were obtained through literature studies from references, publications of related agencies, policy regulations, books, and other literature sources relevant to this study. The sampling technique used was a purposive sampling technique based on expertise or relevance to the PKBIS program. The research was conducted from January to February 2023. The method used in this study consisted of four stages, as shown in Figure 1.

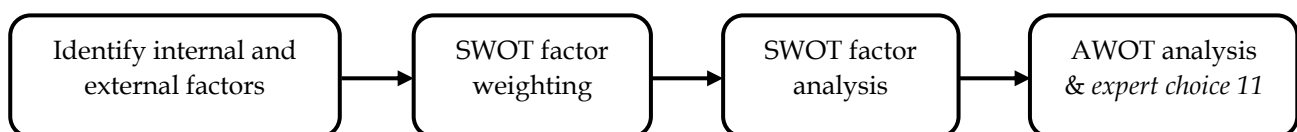


Figure 1. Research methods
Source: Research results, 2023

The initial stage of this research involved identifying PKBIS activities through literature studies, including activity reports, journal manuscripts, and articles related to social inclusion-based libraries, and direct field observations. The second stage was the preparation of data collection instruments, especially questionnaires used as interview materials with seven expert respondents, consisting of representatives of local governments, extension coordinators, and community leaders. The final stage was to conduct a qualitative descriptive analysis of the collected data. Data analysis was carried out sequentially in four stages, starting with (1) a qualitative descriptive analysis of secondary data to determine the implementation of the PKBIS program, (2) Importance Performance Analysis (IPA) to measure the relationship between customer perceptions and priorities, and (3) AWOT analysis to determine alternative PKBIS program policy strategies.

RESULTS AND DISCUSSION

The PKBIS program development policy strategy was prepared based on the results of AHP and SWOT analysis. Identification of SWOT component factors was conducted to formulate the direction of the development plan. Strengths and weaknesses were classified as internal strategic factors (shaping the PKBIS program's development plans and strategies), while opportunities and threats were classified as external strategic factors. These factors were obtained through interviews with experts, then combined to determine the factors that most influenced the PKBIS program's development. The factors were presented

through paired comparisons using a comparison scale (Pratiwi, 2016).

This analysis of the PKBIS program development policy strategy in this study considered internal and external SWOT factors: 1) Strengths: superior export commodities, library management human resources, village government support and commitment to the program, community support to the program, available library facilities and infrastructure; 2) Weaknesses: low productivity, substandard product quality, lack of creativity in library management, limited community involvement in the PKBIS program, limited library collections, and limited capital resources; 3) Opportunities: support and commitment from related ministries and institutions, support for agricultural extension, marketing collaboration with off-takers, and promotional facilities for PKBIS activities; 4) Threats: program sustainability, lack of commitment to cooperation agreements, and easy access to information. These factors were generated by classifying issues from surveys, literature reviews, and interviews with respondents from local governments, community leaders, and agricultural extension workers. The four institutional elements were then determined by selecting a number of strengths, weaknesses, opportunities, and threats identified from the interview data. Internal factors, comprising strengths and weaknesses, and external factors, comprising opportunities and challenges, were then analyzed using the AWOT method. This method alleviates the subjective assessment of these internal and external factors (Ashutosh et al., 2020).

AHP analysis was used to perform SWOT weighting, with each component evaluated using the Saaty comparison system. Experts, consisting of 2 Village Heads, 1 Village Secretary, 1 Village BPD, 2 Community Leaders, and 1 Extension Coordinator, individually compared the

SWOT components and their factors. Each factor was then weighted based on the questionnaire results, and the total weight was calculated (Table 1). The combined results of the experts produced a weighting for the hierarchical structure of the AHP analysis (Figure 2).

Table 1
SWOT components analysis using AHP

SWOT	SWOT weight	SWOT factor	Sub Factor weights	Priority Factors
Strength	0,328	1 Having superior export-scale commodities	0,145	0,387
		2 Having library human resource management	0,232	0,242
		3 The village government's support and commitment	0,225	0,242
		4 Community support	0,303	0,290
		5 Having library facilities and infrastructure	0,095	0,145
Weakness	0,230	1 Productivity is still low	0,139	0,194
		2 Product quality is not up to standard	0,070	0,194
		3 The library manager's knowledge is still limited	0,283	0,290
		4 The community is not actively involved in the PKBIS program	0,126	0,194
		5 Library collections are still limited	0,184	0,194
		6 Limited capital resources	0,198	0,097
Opportunity	0,305	1 Support and commitment of related ministries/institutions	0,210	0,450
		2 Agricultural extension support	0,317	0,600
		3 Marketing collaboration with offtakers	0,297	0,525
Threats	0,136	4 Technology and information	0,176	0,300
		1 Sustainability of the PKBIS program	0,233	0,600
		2 Not committed to the cooperation agreement	0,249	0,375
		3 Easy access to information	0,328	0,200

Source: Research results, 2023

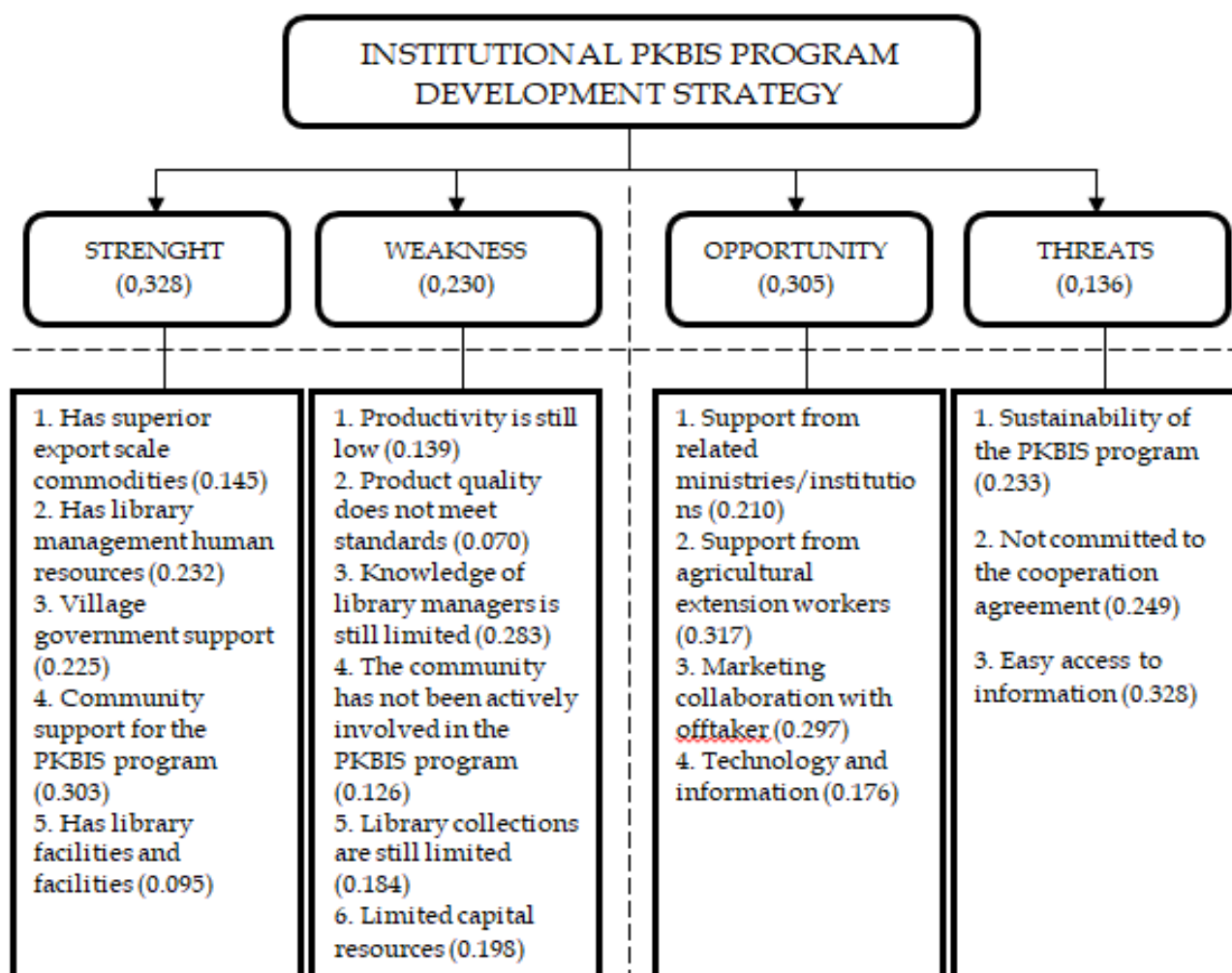


Figure 2. SWOT components
Source: Research results, 2023

Researchers used the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices, weighted by AHP, to assess the impact of internal factors (strengths and weaknesses) and external factors (opportunities and threats) on the PKBIS program's development. Each factor is rated between 1 (very unimportant) and 4 (very important). The score is calculated

by multiplying the weight and the rating. Furthermore, the total score for each internal factor (strengths-weaknesses) and external factor (opportunities-threats) is then placed in the appropriate quadrant to determine the right strategy (Prasetya, 2023). The IFAS matrix analyzed internal strategic factors related to the strengths and weaknesses of the PKBIS program's development (Table 2).

Table 2
Internal Factor Analysis System (IFAS) matrix

Internal Factor		BPP Leuwiliang			BPP Cibungbulang			Total Score	Institutional Score
		Weight	Value	Score	Weight	Value	Score		
Strength (S)									
S1	Has superior export-scale commodities	0,097	4	0,387	0,097	4	0,387	0,774	0,387
S2	Has library human	0,097	2	0,194	0,097	3	0,290	0,484	0,242

	resource management								
S3	Village government support and commitment	0,097	2	0,194	0,097	3	0,290	0,484	0,242
S4	Community support for the PKBIS program	0,097	3	0,290	0,097	3	0,290	0,581	0,290
S5	Has library facilities and infrastructure	0,097	1	0,097	0,097	2	0,194	0,500	0,145
	Total Strength								1,306
	Weakness (W)								
W1	Productivity is still low	0,065	3	0,194	0,065	3	0,194	0,387	0,194
W2	Product quality is not up to standard	0,065	3	0,194	0,065	3	0,194	0,387	0,194
W3	Library managers' knowledge is still limited	0,097	3	0,290	0,097	3	0,290	0,581	0,290
W4	The community is not actively involved in the PKBIS program	0,097	2	0,194	0,097	2	0,194	0,387	0,194
W5	The library collection is still limited	0,097	2	0,194	0,097	2	0,194	0,387	0,194
W6	Limited capital resources	0,097	1	0,097	0,097	1	0,097	0,194	0,097
	Total Weakness								1,161
	Total Internal	1,000							2,468
	Internal Difference (S-W)								0,145

Source: Research results, 2023

Based on the IFAS weighting results for internal factors (Table 2), the final strength value of 1.306 was greater than the weakness value of 1.161. The internal difference of 0.145 indicated that PUSTAKA had greater strengths than

weaknesses in the PKBIS program development efforts.

The EFAS matrix analyzed external strategy factors concerning opportunities and threats in the development of the PKBIS program (Table 3).

Table 3

External Factor Analysis System (EFAS) matrix

External Factor		BPP Leuwiliang		BPP Cibungbulang			Total Score	Institu- tional Score	
		Weight	Value	Score	Weight	Value	Score		
Opportunity (O)									
O1	Relevant institutional support (Department, BUMN, BUMD, Community, etc.)	0,150	3	0,450	0,150	3	0,450	0,900	0,450
O2	Agricultural extension support	0,150	4	0,600	0,150	4	0,600	1,200	0,600
O3	Marketing collaboration with the offtaker	0,150	4	0,600	0,150	3	0,450	1,050	0,525
O4	Technology and information	0,150	2	0,300	0,150	2	0,300	0,600	0,300

	Total Opportunity								1,875
	Threats (T)								
T1	Sustainability of the PKBIS program	0,150	4	0,600	0,150	4	0,600	1,200	0,600
T2	Not committed to the cooperation agreement	0,150	3	0,450	0,150	2	0,300	0,750	0,375
T3	Easy access to information	0,100	2	0,200	0,100	2	0,200	0,400	0,200
	Total Threats								1,175
	Total External	1,000							3,050
	External Difference (O-T)								0,700

Source: Research results, 2023

Based on the EFAS weighting results for external factors (Table 3), the external analysis showed that the existing opportunity score weight was 1.875. The opportunity value was greater than the threat weight value of 1.175, resulting in an external difference of 0.700. This suggested that PUSTAKA had greater opportunities than threats in its efforts to develop the PKBIS program by optimizing the use of technology and fostering cooperation among related stakeholders.

This analysis was an approach to determine the strategic position for the institutional model of the PKBIS program's development. Specifically, a quadrant with a high priority value was considered a very important decision to be implemented, with the X and Y axis

formulation approach, where the X axis was EFAS (Opportunities - Threats) and the Y axis was IFAS (Strengths - Weaknesses), expressed in values according to the scoring results (Tables 2 and 3).

Based on the results of the IFAS and EFAS values, a SPACE matrix diagram was created (Figure 3). The parameters used in this analysis were the difference in scores between internal factors (Opportunities - Threats) and external factors (Strengths - Weaknesses) of the institution, with the following calculations: Total strength score-weakness score = $1,306 - 1,161 = 0.145$ (X coordinate). Total opportunity score-threat score = $1,875 - 1,175 = 0.700$ (Y coordinate).

Model Name: Alternatif Strategi Kelembagaan

Synthesis: Summary



Figure 3. Results of priority analysis of PKBIS program development policy strategies

Source: Research results, 2023

Thus, the SPACE matrix analysis revealed that the position of all quadrants was in quadrant I of the institutional model, indicating that the PKBIS program had strengths and opportunities to be developed. However, to reduce potential impacts, other factors such as internal weaknesses and external threats must be considered in the PKBIS program's development. These factors could be formulated in the SWOT analysis matrix.

The formulation of the PKBIS program development policy strategy was based on the SPACE matrix results, which positioned the PKBIS program development in quadrant I. This position signified the existence of internal strengths and external opportunities. Thus, the strategic choice in the SWOT matrix was the SO (strengths-opportunities) strategy or the opinion that the PKBIS program had internal strengths that could take advantage of existing external opportunities. The next step was to combine factors to utilize existing strengths to counter threats (ST), reduce

existing weaknesses by taking advantage of opportunities (WO), and reduce weaknesses to counter future threats (WT). The formulation of the PKBIS program development strategy utilized a matrix strategy based on SWOT analysis. These factors were outlined in the SWOT analysis matrix, namely: 1) IFAS - Strengths: extensive agricultural land; superior export-scale commodities; library staff; village government support and commitment; community support for the PKBIS program; and collection of available reading materials. Weaknesses: productivity was still low; product quality did not meet standards; lack of creativity in library management; limited community initiative for the PKBIS program; limited library collections; and limited resources. 2) EFAS - Opportunities: support and commitment from related ministries/institutions; support from government extension workers; marketing cooperation with off-takers; access to technology and information. Threats: sustainability of the

PKBIS program; lack of commitment to cooperation agreements; and easy access to information.

According to the results of the SWOT matrix, there were seven alternative policy strategies to support the development of the institutional model of the PKBIS program, namely: 1) increasing cooperation with the village government; 2) enhancing cooperation with related institutions; 3) increasing the capacity of human resources for library managers; 4) increasing the PKBIS promotional program; 5) intensifying mentoring activities; 6) strengthening institutions and regulations; and 7) encouraging active community participation in the PKBIS program.

Next, at the decision-making stage, SWOT analysis was conducted to determine priorities using AHP. The AHP approach is a method of selecting alternatives based on the priorities derived from alternative strategies formulated using the SWOT method. The results of the questionnaire and analysis using Expert Choice 11 generated a hierarchy with priority values (Figure 3).

The AHP results indicated that the weight value of each priority strategy for the PKBIS program development policy was as follows: 1) encouraging active community participation in the PKBIS program; 2) enhancing cooperation with related ministries/institutions; 3) improving cooperation with the village government; 4) increasing the capacity of library management human resources; 5) intensifying mentoring activities; 6) increasing the PKBIS promotional program; and 7) strengthening institutions and regulations.

To improve the economy and community welfare through alternative

strategies, the weight value of each priority strategy of the PKBIS program development policy was as follows: $P_1 = 0.282$; $P_2 = 0.184$; $P_3 = 0.146$; $P_4 = 0.121$; $P_5 = 0.098$; $P_6 = 0.091$; $P_7 = 0.078$.

The seven highest-ranking strategies were selected from this list. The purpose of this selection was to allow for focused implementation, although it did not preclude the possibility of implementing lower-ranked strategies in the future.

The expert respondents in this study numbered seven people, consisting of the Village Head, Village Secretary, Village BPD, Community Leaders, and Extension Coordinator.

The characteristics of respondents analyzed in this study included age, gender, formal education, and occupation. Respondents' ages were divided into four groups: under 35 years, 36-45 years, 46-55 years, and over 56 years. Based on these categories, the percentage of respondents in the first category (42.46%) was greater than that of the second category (28.57%), third (14.29%), and fourth (14.29%) categories. This showed that the majority of respondents were elderly. Furthermore, respondents consisted of 6 men (85.71%) and one woman (14.29%). In terms of their professional roles, the majority were policy makers with five individuals (71.43%), while two respondents (14.29%) were community leaders. The respondents' education level was primarily D4/S1 and high school, each with three respondents (42.86%), followed by junior high school with one respondent (14.29%).

SWOT and AHP analysis of the Social Inclusion-Based Library Development Program (PKBIS) showed that this program had great potential in

supporting regional development through strengthening the social and economic capacity of the community. The main advantages of PKBIS were the existence of superior export commodities, competent library managers, support from the village government, and adequate library facilities. However, this program also faced a number of internal challenges, such as low productivity, product quality that did not meet standards, limited management knowledge, minimal community participation, limited library collections, and capital constraints. On the external side, several opportunities can be utilized, including support from ministries/agencies, agricultural extension, partnerships with offtakers, and promotional program facilities. However, threats to the sustainability of the program still needed to be watched out for, such as weak commitments in cooperation agreements and challenges in managing access to information. The PKBIS development strategy was directed at: (a) encouraging active community participation so that the program remains relevant and sustainable, (b) strengthening collaboration with government agencies and other strategic partners, (c) establishing close relationships with village governments to strengthen policy support, (d) increasing the capacity of library managers through training and development, (e) providing ongoing assistance to the community, (f) implementing effective promotional programs to increase community awareness, (g) developing institutional structures and regulations supporting the implementation of PKBIS.

Through a targeted strategic approach, PKBIS was expected to become

a catalyst for community empowerment and sustainable regional development.

CONCLUSION

The development of social inclusion-based libraries in agricultural institutions demonstrates significant potential to improve community welfare and support regional development, particularly in the rural and agricultural sectors. This study highlights that these integrated libraries serve as vital centers for literacy, information access, and empowerment for farmers, extension workers, and local communities. Based on the results of the SWOT and AHP analysis, the main strength of this program lies in the support of competent human resources, adequate library facilities, and the commitment of the village government. However, internal challenges such as low productivity, limited collections and capital, and minimal community participation need attention. Support for external opportunities, such as the involvement of ministries/agencies, counseling, and marketing cooperation, must be optimized to anticipate threats to sustainability and weak commitment to cooperation. Recommended development strategies include increasing community participation, strengthening cross-sector partnerships, increasing the capacity of library managers, intensive promotional programs, and strengthening institutions and regulations. With these strategies, PKBIS is expected to be the main driver of literacy-based development and social inclusion at the regional level.

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