

Strategy for Implementing Social Inclusion Services at the Nagekeo Regency Library and Archives Office for the Welfare of the People of NTT Province

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ABSTRACT

This study aims to describe the implementation strategies for social inclusion services by the Nagekeo Regency Library and Archives Office through three aspects of inclusion services, namely the provision of library services, community empowerment, and building collaboration and synergy with the community. The method used is descriptive qualitative using purposive sampling. The research was conducted over a period of five months. The results of the study show that, overall, the strategies used include promoting library services, increasing human resource capacity and infrastructure, providing applied science collections, and collaborating with schools to support information accessibility and with villages for training activities. Its implementation is still not optimal due to the ineffective use of applied collections and online promotion, as well as the budget for services outside the library.

INTRODUCTION

Libraries, as institutions that manage and provide information, play a vital role in providing users with access to various sources of information in order to meet their information needs and increase their knowledge. Undang-Undang RI No. 43 (2007) explains that libraries are centers of information, sources of knowledge, preservers of culture, and places for recreation, research, and other services. This shows that the existence of libraries is not limited to being a place to store and read collections, but more than that, libraries have an important role in knowledge development and community empowerment. Libraries have been recognized as having a very important role in society because they contribute to social development, facing major challenges from time to time (Andrade-Agudelo *et al.*, 2023). Library services need to be designed in such a way that they encourage the community to actively participate in various library activities to support a better life.

Services and libraries are two interrelated and inseparable things. One of the current transformations of libraries is the implementation of social inclusion services. *Perpustakaan Nasional RI* (2021) states that libraries play a role in helping to develop the potential of the community and transforming into social inclusion-based libraries, which are a model of library services to improve the welfare and quality of life of the community. Social inclusion services are implemented in various types of libraries, especially public libraries. Public libraries are informal, lifelong learning facilities that improve the quality of life of the community (Yudisman, 2020), which indicates that public libraries play a major role in the lives of the community.

Social inclusion services are also implemented at the Nagekeo Regency Library and Archives Office, East Nusa Tenggara Province, as a type of public library that has the task and function of empowering the community for the welfare of the people of Nagekeo Regency. The National Library of Indonesia supports efforts to accelerate the improvement of community welfare in Nagekeo Regency, East Nusa Tenggara, through literacy (*Perpusnas RI*, 2021). This support from the National Library indirectly encourages the Nagekeo Regency Library and Archives Office to implement various forms of social inclusion services for the community.

The implementation of social inclusion services has certainly not been without problems or shortcomings. A brief interview conducted with the Head of the Nagekeo Regency Library and Archives Office via telephone revealed that the implementation of social inclusion services has not been without shortcomings or problems, both internally and externally. These problems include inadequate library human resources, with only one librarian or employee from the library sector, followed by minimal community participation and obstacles in coordinating with stakeholders. These aspects are very influential because they are key to the success of implementing social inclusion services, as evidenced by the results of research conducted by Tania *et al.* (2023), which shows that the supporting factors for the implementation of a social inclusion-based library transformation program at the West Kalimantan Provincial Library and

Archives Office include human resources, budget, and technological developments, while the lack of community support and limited budget are obstacles to the implementation of the program. In this regard, the Nagekeo Regency Library and Archives Office needs to develop efforts or strategies to implement social inclusion services.

There are several studies relevant to the research to be conducted by the researcher. The study by Haryanto *et al.* (2024) entitled "Implementation of Social Inclusion-Based Library Transformation Policies". This study found that the implementation of social inclusion-based libraries is influenced by policy, resources, community measurement, bureaucracy, socioeconomic conditions, technology, and community participation. This study recommends increasing leadership commitment, drafting regulations, forming coordination teams, implementing RAN and RAP, and evaluating policies. The second study by Nuraeni (2024), entitled "The Bung Karno Proclamation Library's Strategy in Organizing Social Inclusion- Based Activities," found that the Bung Karno Proclamation Library implements a social inclusion service strategy through the formulation, implementation, and evaluation stages that focus on empowerment, human rights, and community participation. However, this study did not elaborate on the obstacles encountered in its implementation.

From the two previous studies that have been conducted, the first study focused on analyzing the determining factors causing low community welfare in the implementation of social inclusion-based library transformation policies in Kulon Progo and Sleman Regencies, while the second study focused on improving skills and literacy through strategies for organizing social inclusion-based activities at the Bung Karno Proclamation Library, where the analysis was based on community needs, but the discussion on specific library obstacles was still narrow.

Based on previous research that has been conducted and the problems that exist in the Nagekeo Regency Library and Archives Office, in order to identify and understand the strategies used by the Nagekeo Regency Library and Archives Office in organizing social inclusion services for the community, it is necessary to conduct research that focuses on strategies in the implementation of inclusive services that directly support community welfare, including strategies for providing library services, community empowerment strategies, and strategies for building community collaboration and synergy, given the existence of the Nagekeo Regency Library and Archives Office as a public library that has a major role and responsibility in empowering and supporting community welfare. The research to be conducted by the researcher is related to the existing problem entitled "Strategies for Implementing Social Inclusion Services at the

LITERATURE REVIEW

Social Inclusion Services

Literacy is an important part of people's lives in utilizing information. According to Elnumerl *et al* (2020) in Inawati *et al* (2023), literacy, based on

the literacy guidelines for welfare, refers to all forms of cognitive abilities of the community in identifying, understanding, and interpreting the information obtained, to be transformed into activities that can produce something that benefits the community in the economic, social, and welfare fields. Literacy skills are also necessary for the community to understand and utilize the information provided through social inclusion services in libraries, which serve as institutions that provide information to the public.

The transformation of libraries based on social inclusion is a library service approach that emphasizes a commitment to improving the welfare of library users. Where in the current era, libraries are no longer just places to read books, but with the implementation of library transformation programs based on social inclusion, libraries are not only places for reading books but have developed into places for activities and community empowerment that play a role in improving the standard of living of the community (Cahyaningtyas, 2024).

The transformation of libraries based on social inclusion in the Indonesian National Library Regulation (2023) aims to strengthen the role and function of libraries in promoting community welfare, including improving the quality of library services, optimizing the utilization of services by the community in accordance with their needs, building the commitment and support of stakeholders to realize a sustainable social inclusion-based library transformation, and improving literacy skills in supporting community empowerment.

Sundariyati (2024) in her research stated that there are three important aspects in realizing a socially inclusive library:

1. Providing equal access to the rights of all people to access library services, utilize facilities, and obtain information. Public libraries not only function as places for reading but also as centers of diversity, learning, and meeting spaces that connect knowledge and humanity.
2. Empowering the community where libraries provide activity spaces and organize various programs such as training, workshops, and entrepreneurship to develop personal potential.
3. Building collaboration and synergy with the community.

Strategic Management

Strategic management is a series of processes in organizational management that aims to realize the vision and mission of the institution, maintain the institution's relationship with the environment, especially in meeting the interests of stakeholders, through the stages of selection, implementation, and control of strategies to ensure that the mission and objectives of the institution can be achieved (Paroli, 2023). Strategic management emphasizes the observation and evaluation of environmental opportunities and threats by looking at the strengths and weaknesses of an institution (Rahim & Radjab, 2017). Strategic improvements can be carried out effectively through the management of strategies designed to support the success of libraries in implementing social inclusion services.

Strategic management, according to Wheelen *et al.* (2018), consists of

four basic components, including the following:

1. Environmental Analysis. This includes the external environment consisting of the physical, social, and task environments, as well as the internal environment covering structure, culture, and resources (assets, skills, competencies, and knowledge).
2. Strategy formulation. Strategies need to be formulated that include vision, goals, strategies, and policies.
3. Strategy implementation. This includes programs, budgets, and procedures (SOPs).
4. Evaluation and improvement, to help identify and overcome various problems faced by an institution through the evaluation and control process.

METHODOLOGY

The method used in this study is a qualitative descriptive approach. The object of this study is the strategy for implementing social inclusion services in libraries. The location of this study is the Nagekeo Regency Library and Archives Office. Informants in this study were selected based on purposive sampling, which included parties involved in developing strategies and implementing social inclusion services, including the Acting Head of the Nagekeo Regency Library and Archives Office, the Head of the Division, and library users/community members involved in utilizing the services to cross-check whether the program activities were carried out in accordance with the statements of the various parties. The data analysis used was the interactive data analysis model from Miles et al. (2014), which consists of four stages, including: (1) data collection, (2) data condensation or focusing/simplification, (3) data display, and (4) drawing conclusions (drawing/verifying).

RESEARCH RESULT

This section describes field findings related to social inclusion services at the Nagekeo District Library and Archives Office, including (1) library services, (2) community empowerment, and (3) building collaboration and synergy with the community.

Provision of Services at the Nagekeo Regency Library and Archives Office

1. Environmental Analysis

The first step taken was to analyze the environment surrounding the library. Internal and external environmental analysis affects service provision at the Nagekeo Regency Library and Archives Office. Externally, supporting factors include the library's strategic location, a supportive climate, and government policy support, while the main obstacles are low public interest in reading and dependence on gadgets. Internally, supporting factors include a clear organizational structure, supporting facilities, and adequate human resource competencies, while the main obstacles are limited human resources and suboptimal digital technology. Based on the SWOT analysis, there are three

strengths and three opportunities that support service provision, as well as one weakness and five threats that pose major challenges to library service provision.

2. Developing a Strategy

Next, formulate strategies to support the services provided by the library. Based on the interview results, the Nagekeo Regency Library and Archives Office focuses on increasing public interest in reading in order to improve personal qualities and character. In accordance with the regional vision of improving human resources, the economy, and innovation. The strategy used is through promotion at certain activities or events, supported by promotion through social media, although this has not been optimally implemented. In addition, the quality and quantity of human resources are also being improved. The policies that form the basis for its implementation originate from the *UUD 1945*, *UU No. 43 Tahun 2007 tentang Perpustakaan*, and regional policies that regulate the provision of comprehensive library services.

3. Strategy Implementation

Next is the implementation of the library service provision strategy. The Nagekeo Regency Library and Archives Office program supports library service provision by providing various user services. These services include circulation, membership, reference, internet access, user guidance, special services for children, guidance services, and the provision of rooms for activities. The services provided are quite affordable for library users, but not yet for people with disabilities.

The budget for the provision of library services at the Nagekeo Regency Library and Archives Office is around 40% allocated for services and preservation of library materials. In addition, SOPs for services are available for circulation and membership, but do not yet cover the use of rooms, so their implementation still depends on the supervision of officers.

4. Evaluation and Improvement

Related to the evaluation of service provision at the Nagekeo Regency Library and Archives Office, UH, as a library user, believes that library services are quite good, but visits to the library are still low due to the low literacy rate of the community. He stated that initiatives are needed to attract public interest, as the library is set in a central location. The library could open reading stalls in public places and promote itself on personal social media accounts such as Instagram and WhatsApp. In addition, there needs to be a digital collection so that a large number of collections can be copied, making it easier for library users to borrow without having to wait in long queues.

Furthermore, regarding room usage services, VJ acknowledged that the library helped support the provision of space for activities through its existing rooms and facilities. There were some obstacles, such as the lack of an Infocus (projector), sound system, and screen in the room. VJ hoped that the library would provide these supporting facilities in the future and continue to utilize the room for activities.

Control by the Nagekeo Regency Library and Archives Office related to provision is carried out by conducting periodic internal and external evaluations at the end of the month and at the end of the year. Furthermore, regarding any obstacles or shortcomings in supporting the provision of comprehensive library services and facilities, SB and BM are certainly responsible for controlling these matters.

Community Empowerment at the Nagekeo Regency Library and Archives Office

1. Environmental Analysis

The results of an environmental analysis related to strategy development for community empowerment at the Nagekeo Regency Library and Archives Office show that internal and external factors influence community empowerment efforts at the Nagekeo Regency Library and Archives Office. Internally, the organizational structure has supported program implementation through clear division of tasks, a positive work culture, and the availability of resources, facilities, and human resource competencies in managing empowerment activities. Meanwhile, externally, the physical and social environment and tasks have a significant influence on both supporting and hindering program implementation. Based on the SWOT analysis, there are four strengths and one weakness from internal factors, as well as three opportunities and five threats from external factors that influence the effectiveness of community empowerment through libraries.

2. Developing a Strategy

The development of community empowerment strategies at the Nagekeo Regency Library and Archives Office is aligned with the vision and mission of the agency, with the long-term goal of realizing “Golden Nagekeo 2045” through economic improvement, welfare, and community character. The short-term goal focuses on expanding the reach of empowerment activities to 10-20 people in one to two villages. The strategy used for community empowerment is through the promotion of certain activities or events and providing a collection of applied sciences. The policies implemented are also in line with the policies on the provision of library services.

3. Strategy Implementation

Next, related to the implementation of community empowerment strategies, the program carried out by the Nagekeo Regency Library and Archives Office is to provide various types of applied science collections in the reading room. Training activities were also carried out to support community empowerment, ranging from training in making fish floss in Nangaroro Subdistrict, making bamboo shoot tea in Wolopogo Village, Boawae Subdistrict, and making candlenut oil in Bidoa Village in 2023. Furthermore, in 2024, there will be training on making nutmeg syrup in Suralaja Preparatory Village, Boawae District, and oyster mushroom cultivation in Natatoto Village.

The budget for the community empowerment program at the Nagekeo Regency Library and Archives Office is allocated through two areas, namely 40% for the provision of applied science collections by the library materials service and preservation division, and 30% for training activities by the training and reading culture division. All budget details are listed in the Work Plan and Budget (RKA) submitted to the leadership.

4. Evaluation and Improvement

Evaluation of program activities both internally and externally by the library. External evaluation is conducted with the Regent, while internal evaluation is conducted with the head of library services and library materials preservation. Applied science collections are very useful in supporting welfare. MA admits that he has never borrowed or read this type of collection because he has not needed to. He hopes that the Nagekeo Library and Archives Office will provide the number of applied science collections needed by the community. Regarding training activities, there are several shortcomings, namely the limited number of human resources who are experts in certain fields, the local government's target has not reached the outcome stage (long-term impact) for the community, there needs to be support in the form of continued assistance for the community through other agencies, as well as the community's fighting spirit and budget constraints.

Control over community empowerment by the Nagekeo Regency Library and Archives Office is also carried out through periodic internal and external evaluations, with the time usually set at the end of the month or the end of the year. Controls related to community empowerment are carried out by understanding existing shortcomings, especially for program sustainability. The steps taken are to improve strategies, such as strengthening cooperation (collaboration) and increasing socialization within the community, so that the program is sustainable. Controls related to the utilization of applied science collections have not been focused on.

Building Collaboration and Synergy with the Community at the Nagekeo Regency Library and Archives Office

1. Environmental analysis

Environmental analysis shows that the efforts of the Nagekeo Regency Library and Archives Office in building collaboration and synergy with the community are influenced by internal and external factors. Internally, there are four supporting aspects, namely the availability of assets and human resource competencies in realizing cooperation, although the limited number of personnel working in the library field remains a challenge. Meanwhile, from the external environment, there are three supporting factors and two inhibiting factors.

2. Developing a Strategy

The development of strategies for building collaboration and synergy with the community at the Nagekeo Regency Library and Archives Office is

aligned with its vision and mission. The long-term goal is to support the realization of “Golden Nagekeo 2045” through improved service quality and community participation, while the short-term goal is focused on creating community satisfaction with library services. The strategy used is to establish collaboration and hold discussions with various external parties, including resource persons, village officials, and school officials, to support the programs to be implemented. The policies used are also in line with policies on service provision and community empowerment.

3. Strategy implementation

The next step in building collaboration and synergy with the community is to design an approach and establish cooperation with village officials to support training that will be held for villagers, as explained earlier. Cooperation with schools is also carried out by the Nagekeo Regency Library and Archives Office in order to provide mobile library services to all schools, especially at the elementary school level in Nagekeo Regency. The budget for building collaboration and synergy in improving library information accessibility is allocated through the library materials service and preservation sector at 40%, while community empowerment activities receive an allocation of around 30% of the total budget. Regarding procedures, the Nagekeo Regency Library and Archives Office has established SOPs for mobile library services that are well understood by staff, but there are no SOPs that specifically regulate cooperation with the community or external parties.

4. Evaluation and Improvement

Control as a means of improvement in building collaboration and synergy with the community is also carried out internally at the end of each month and year, and is always discussed. There have been obstacles encountered so far, namely the budget for vehicle subsidies for outbound travel. An evaluation was conducted to minimize the obstacles faced.

DISCUSSION

Based on an environmental analysis by the Acting Head of the Nagekeo Regency Library and Archives Office, a strategy was formulated to implement social inclusion services to support the “Nagekeo Emas 2045” vision, which focuses on improving the quality of life and welfare of the community. The strategy includes the provision of library services, community empowerment, and collaboration with communities. Evaluations are conducted internally and externally, both at the end of each year and on a monthly basis, to assess the effectiveness of the strategy and its implementation.

Service Provision Strategy at the Nagekeo Regency Library and Archives Office

1. Promotion of Library Services

The initial strategy of the Nagekeo Regency Library and Archives Office in providing services and facilities for the community is through promotion to

introduce various types of services, such as circulation services, membership services, reference services, children's reading services, internet access services, library guidance services, and the use of two activity rooms. This promotion also aims to increase public interest in visiting the library, given the low number of visits. Riski (2021) states that the first step that libraries must take in order to provide services to the community is to promote their existence and the types of services they provide so that the community can learn about and utilize them. Febriyanti et al. (2024) further stated that promoting libraries is very important to increase attendance and attract public attention.

The Nagekeo Regency Library and Archives Office promotes library services directly (offline) through events such as literacy festivals, book fairs, and book reviews. Promotion is also carried out online through social media such as Instagram and Facebook, but this promotion has not been carried out optimally because there are no specific officers managing social media for promotional purposes. Fuadah *et al.* (2023) revealed that promotion can be carried out directly to library users, as well as through various media that have developed in line with technological advances, especially with the increasingly widespread use of the internet. Sukaenah *et al.* (2025) also explain that promotion must be carried out consistently to the community, where efforts to promote library services are not only sufficient by building infrastructure and providing information facilities, but also need to be carried out continuously and purposefully to remind the community of the benefits, roles, and various activities that can be done and obtained at the library to increase interest in visiting.



Figure 1. Online promotion of children's reading room services through the Instagram account of the Nagekeo Regency Library and Archives Office

2. Improving the Quality and Quantity of Library Management Human Resources

The following strategy to expand access to library services is to improve the quality and quantity of human resources through guidance for library managers. The Nagekeo Regency Library and Archives Office provides opportunities for staff to participate in training from both the provincial government and the National Library, although to date, this training has been focused only on librarians.

Several activities have been undertaken to improve service quality, such as functional position strengthening training (2023), school library assessor training (2024), library staff technical guidance (2025), and library material organization

training (2025), most of which were conducted online. These activities support the improvement of human resource quality and the provision of better library services and facilities for library users. Library services can be optimized if supported by adequate library human resources, which is in line with the results of research conducted by Utami *et al.* (2022), that the strategies that can be used to improve library services are through the availability of reading materials and developing the capabilities of library human resources. Fahiran (2023) also stated that the success of libraries can be supported by strengthening employee competencies through training. In addition, optimizing library human resources can provide satisfaction for library users.

The quantity of human resources also needs to be considered in supporting the provision of library services and facilities. The Nagekeo Regency Library and Archives Office is also working to recruit new staff to increase the number of human resources available to support library services. Previously, the Nagekeo Regency Library and Archives Office had a total of 19 (nineteen) employees. Based on information obtained through the Instagram social media account of the Nagekeo Regency Library and Archives Office, there has been an addition of 10 (ten) people through the civil servant candidate recruitment program, 2 (two) of whom work in the field of library services and preservation. The addition of human resources is expected to improve the services provided by the Nagekeo Regency Library and Archives Office. This is evidenced by the results of a study by Mumek *et al.* (2021), which shows that limited human resources are the main cause of librarians' direct promotion through user guidance activities not running optimally, so it is necessary to recruit more library human resources in order to provide optimal services.



Figure 2. Library staff recruitment through the civil service candidate (CPNS) pathway

3. *Improving Facilities and Infrastructure*

The Nagekeo Regency Library and Archives Office has also improved existing facilities and infrastructure to support library users' access to the various services provided. The library collection is organized according to classification, and supporting facilities such as tables, chairs, air conditioning, and computers are provided for membership services and visitor registration. In addition, there is a hall equipped with an LCD screen, chairs, tables, and a sound system for those who wish to hold events. This is in line with the opinion of Nurhadiyah *et al.* (2025) that libraries are responsible for ensuring that the information accessed can be used to improve the quality of education

through access to adequate information and facilities, in addition to providing information services to attract visitors. Rahma & Wulandari (2022) also highlight that services based on social inclusion encourage the adaptation of library functions and the expansion of space to accommodate various activities.

Library services and facilities still face various obstacles, such as manual services, limited internet access, the lack of services for people with disabilities, and a lack of supporting facilities such as projectors. In addition, there are no staff specifically assigned to manage digital libraries and promote social media, while limited human resources hinder optimal service delivery. According to Al-Insyirah *et al.* (2024), human resources are a crucial element in library service management. Professional, friendly, and skilled library staff who are adept at providing services to users play an important role in encouraging students to visit the library more often.

Community Empowerment Strategy at the Nagekeo Regency Library and Archives Office

1. Providing Applied Science Collections

The Nagekeo Regency Library and Archives Office provides applied science collections to promote community welfare. The applied science collection presented by the Nagekeo Regency Library and Archives Office is based on the natural potential of the surrounding area and the activities of the community in general. The collection presented includes the cultivation of various mushrooms, including oyster mushrooms, the production of various processed fish products, plant cultivation, and so on. Although the Nagekeo Regency Library and Archives Office has made various efforts, according to a statement from the head of library services and preservation, the use of applied science collections to support or increase community knowledge in support of welfare has not been optimally utilized by the community. This issue is important to address, considering the role of libraries as centers of empowerment. This is, as stated by Anwar (2024), that libraries serve as open spaces for the community to improve their life skills by providing applied science collections.



Figure 3. Types of applied science collections at the Nagekeo Regency Library and Archives Office

The minimal use of applied science collections in libraries is not an obstacle to promoting community welfare. This is evidenced by the

various training activities that have been held, including training in making fish floss in Nangaroro District, making candlenut oil in Bidoa Village, making nutmeg syrup in Suralaja Village, making bamboo shoot tea in Wolopogo Village, and cultivating oyster mushrooms in Natatoto Village. The training activities offered are tailored to the natural potential as well as the temperature and humidity levels in the village, followed by assistance in providing all the necessary requirements for the community. This is in line with the statement by Purwaka & Sa'diyah (2025) that the community can implement existing knowledge by utilizing the potential of natural resources around them to improve their welfare through the use of applied science collections in libraries and assistance from librarians and managers. Cahyaningtyas (2024) also states that in the context of training, libraries provide various facilities and activity programs to meet the needs of the community, such as holding cooking, sewing, and other skills training.

The Nagekeo Regency Library and Archives Office has evaluated its social inclusion program, but its strategy for providing applied science collections and community training is not yet optimal. Utilization of the collections remains low, and training is hampered because government support only extends to the output stage, without follow-up at the outcome stage. This is in line with the findings of Ummi & Nelisa (2025), which state that the challenges faced in implementing social inclusion programs include limited time available to participants and instructors, lack of supporting facilities, promotion and socialization that are still not optimal, and limited funds, all of which risk disrupting the smooth implementation of this program.

Strategies for Building Collaboration and Synergy with the Community at the Nagekeo Regency Library and Archives Office

1. Establishing Cooperation with Schools to Support Library Information Accessibility

The strategy used by the Nagekeo Regency Library and Archives Office to build collaboration and synergy in supporting the improvement of library information accessibility is through cooperation with external parties or communities. The Nagekeo Regency Library and Archives Office collaborates with schools to support information accessibility for students, particularly by opening mobile library services for students, especially at the elementary school level, in accordance with the available budget. The Nagekeo Regency Library and Archives Office first approaches schools to offer mobile library services. Libraries cannot work alone to meet the information needs of library users, so one of the efforts that can be made is to form a network of cooperation between libraries or other information institutions (Firdaus & Rachmawati, 2024). The Nagekeo Regency Library and Archives Office provides a variety of collections tailored to students' needs through its mobile library service. The collaboration between the Nagekeo Regency Library and Archives Office and schools is a positive step in supporting access to information for students. This is in line with the statement by Putri

& Rohman (2024) that the implementation of cooperation has proven to be able to significantly increase accessibility to information resources. The efforts of the Nagekeo Regency Library and Archives Office are also aimed at encouraging an increase in student literacy in Nagekeo Regency.



Figure 4. Collaboration with schools in supporting mobile library services

2. *Establishing Cooperation with Village Authorities to Support Community Empowerment Programs*

Libraries, in optimizing their role as agents of social change, develop various strategies to strengthen their contribution to community empowerment activities. Organizing such empowerment programs naturally involves various external parties. One form of community empowerment program at the Nagekeo Regency Library and Archives Office is to hold training activities in villages. In organizing these activities, the Nagekeo Regency Library and Archives Office collaborates with village officials. In the initial stage, an approach is made to the village officials by offering the training program in question. Next, the village officials determine the training participants by considering several factors, especially their activeness and seriousness in getting involved.

This cooperation was carried out by the Nagekeo Regency Library and Archives Office as a form of collaboration and synergy in optimizing the implementation of training programs and strengthening the role of libraries in supporting community empowerment at the village level. Libraries can build partnerships with various external parties to support the smooth implementation of various activities in libraries (Komariah *et al.*, 2021). This is in line with the results of research conducted by Setyoningsih & Krismayani (2023), which shows that the strategy implemented by the Tumpangkrasak Village Library “Rumah Inspirasi” in carrying out community empowerment activities is through collaboration with other institutions, namely by establishing cooperation with the head of the neighborhood association in Tumpangkrasak Village, who can support the smooth implementation of the empowerment program. Thus, the strategy of collaborating with village officials is also a key factor in ensuring that community empowerment programs are carried out in accordance with the expectations and objectives of the Nagekeo Regency Library and Archives Office.



Figure 5. Collaboration with village officials and resource persons in training activities

The Nagekeo Regency Library and Archives Office evaluated collaboration strategies to improve access to information and community empowerment through mobile library services in elementary schools. However, budget constraints are a major obstacle, preventing the service from reaching all schools. This is in line with Titahena *et al.* (2023), who emphasize the need for adequate budgetary support for the operation of mobile libraries, especially given the increase in book prices.

CONCLUSIONS AND RECOMMENDATIONS

Nagekeo Regency Library and Archives Service has implemented various strategies to support social inclusion services to achieve community welfare. However, these strategies have not been optimally implemented, as evidenced by the low utilization of applied science collections, ineffective activities, particularly online promotions, and limited subsidy budget for services outside the library. Researchers advise the Nagekeo Regency Library and Archives Office to implement social inclusion services to strengthen cooperation with external parties and increase promotion to expand service coverage. Strengthening human resource capacity through regular training and active support from the local government is also necessary to realize sustainable social inclusion services.

ADVANCED RESEARCH

This study provides valuable empirical and theoretical contributions to the field of libraries. Empirically, this study reveals how to implement social inclusion strategies, particularly through the provision of library services, community empowerment, and building collaboration and synergy with the community. Theoretically, this study reinforces strategic management theory by describing the four stages of strategic management, which include environmental analysis, strategy formulation, strategy implementation, and evaluation and control. Future researchers are expected to conduct further research on strategies to increase library user interest and develop the quality of library human resources.

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