

The synergy between women's empowerment groups and village libraries in fostering a rural information society in Cianjur, Jawa Barat

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Abstract

Introduction. A concrete collaboration model is necessary to provide a practical reference for communities and libraries to play a role in building an information society. This study explores the synergy between women's empowerment groups, particularly PEKKA and village libraries in building an information society to empower marginalized women, to improve access to information, and to enhance community literacy, especially in rural areas such as Sindanglaya Village, Cianjur.

Research Methods. A qualitative case study approach was employed. Data were collected through interviews, observations, and document analysis with six informants selected using a purposive sampling technique.

Data Analysis. The data were analyzed and triangulation was applied to ensure data validity.

Results. The findings reveal that PEKKA initiated most collaborative programs while the village government provided financial and facility support. PEKKA members also contributed indirectly to the development and promotion of the Sindanglaya Village Library. The partnership increased women's participation, confidence, and recognition in the community, as well as enhancing library usage and literacy awareness in the village.

Conclusion. The effective synergy strengthens social inclusion, improves access to information, and fosters community empowerment. A partnership model is proposed to illustrate the roles, stages, and impacts of this collaboration in building an inclusive information society.



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A. INTRODUCTION

The information society has emerged from the transformation of industrial society from a pre-industrial society, agrarian to an industrial one, driven by advancements in information technology. Information has shifted from a secondary resource to a primary necessity, enabling transactional flexibility and reducing production costs through digital transformation (Nath, 2017). The growth of information services sectors, including data analytics and digital promotion, demonstrates that information technology has become a vital necessity in society, helping shape the very existence of an information society. In this context, information is a primary need that must be met by each individual, driving it to a global transformation toward an information society.

However, access to information and technology is often unequal, creating a significant digital and information divide, particularly in rural areas and among marginalized groups. Addressing this challenge requires the active participation of all elements of society. In the rural context, two key actors at the rural level with significant potential but often operating separately are village libraries and resilient community centers such as women's empowerment groups.

Village libraries are growing and now have a mandate to provide public access to information and knowledge (Ashraf, 2018). Beyond simply providing collections, village libraries are now required to transform into centers of community empowerment and facilitators of inclusive development. With proper management and utilization, libraries can foster critical awareness in communities through access to information and active community participation within the library space. Thus, access to information and community engagement within libraries become crucial factors in enhancing public knowledge and skills to adapt to social change.

The resilient community center such as Female Heads of Households (known as FHH) under the patronage of Empowerment of Women Heads of Households organization

(known as PEKKA) actively strives to improve the standard of living and equality of women. PEKKA describes FHH as women who carry out the roles and responsibilities as breadwinners, household managers, guardians of the continuity of family life and decision makers in their families (Pekka, 2026). Although women are often portrayed as a vulnerable group marginalized in the development process (Rodiah, 2023), they also hold great potential as drivers of family and community welfare. PEKKA, has organized numerous activities aimed at improving women's living standards and ensuring equal participation across all areas of life. One approach is to collaborate with village libraries to develop their conditions and programs, enhancing the capabilities of marginalized groups and empowering the community to build an information society.

The synergy between these two entities, the village library as an information facilitator and PEKKA as a resilient community center, is a strategic step. Libraries can provide information resources and literacy training, while women's groups ensure that their programs are relevant, reach the right target audience, and are sustainable. This collaboration has the potential to lay a solid foundation for building an inclusive information society from the grassroots level.

Despite the growing body of literature on library-based community development, research specifically focusing on the intersection of gender-based empowerment and library services remains under-explored. Previous studies have documented how libraries improve child literacy and community economic skill (Agustiani et al., 2022) or how women's self-help groups enhance social independence (Chandna et al., 2022). In Thailand, library programs have successfully empowered women through communication skills and local crafts (Boonaree & Goulding, 2019). However, these studies often view libraries and women's groups as separate entities or treat the library's role as a one-way service provider. There is a significant research gap in understanding the collaborative synergy where organized women's groups, such as

PEKKA, actively co-manage and shape the library's ecosystem to serve their specific information needs.

This research aims to fill this gap by exploring the synergy between the PEKKA women's group and the Sindanglaya Village Library in Cianjur Regency. This case is unique because the library serves not just as a facility provided by the government, but as a collaborative platform where PEKKA members actively influence the development of the library and its empowerment programs. This study seeks to answer: 1) How is the collaboration model between FHHs and village libraries structured? 2) What is the impact of this synergy on the formation of an inclusive society at the grassroots level?

Therefore, this research focuses on describing the program and stages of the collaboration that have been implemented, analyzing PEKKA's role and the impact of the collaboration, and finally, describing the established partnership model. The results of this research are expected to provide practical insights for village library managers and community groups in building strategic partnerships to empower marginalized groups and accelerate the formation of an inclusive information society.

B. LITERATURE REVIEW

Copceptualizing the Information Society

The term "information society" often refers to post-industrial societies where information is a primary commodity (Nath, 2017). However, in the context of this research, the concept needs to be specifically operationalized to be relevant to the reality of rural information societies. This definition focuses not on global challenges such as e-waste (Mesjasz-Lech, 2024) or cybersecurity (Khurramovna, 2025), but rather on citizens' practical capabilities within the local information ecosystem (Majid & Usman, 2020).

Referring to the information literacy and empowerment framework, including adaptations of UNESCO and IFLA criteria, the formation of an information society at the village level can be measured through several practical indicators (Arua et al., 2018; Bon,

2019; Moeller et al., 2010; UNESCO, 2013).

1) Ability to Access & Utilize Basic Information: Women's ability to independently search, sort, and utilize information for daily needs, such as health information, childcare, or identifying economic opportunities. 2) Utilization of Appropriate Technology: The ability to utilize digital technology (such as WhatsApp or social media) to improve well-being, for example, for marketing MSME products, building networks, or accessing services. 3) Information-Based Public Participation: Increasing women's participation and confidence in village-level decision-making processes (e.g., Village Development Planning Meetings), supported by information and knowledge.

Village Library as a Hub for Social Inclusion

This research is to analyze the synergy between libraries and the PEKKA organization, which contributes to the formation of an inclusive information society in Sindanglaya Village. Therefore, Actor 1 can be described as a social inclusion-based village library. Formally, village/sub-district libraries are institutions organized by the village government to serve the general public regardless of gender or social status (Regulation of the Head of the National Library No. 6 of 2017). However, their role has now transformed. Modern libraries no longer focus solely on collections and reference services, but have evolved into centers for informal education and individual development (Dani & Mu'aimanah, 2024).

This transformation is an effort to realize a social inclusion-based library. The focus of libraries has shifted from being book managers to empowerment facilitators, implementing programs aimed at improving residents' knowledge and practical skills (Komariah et al., 2021). Efforts such as improving service quality, internet facilities, and librarian skills are crucial in addressing the gap in access to information in rural areas (Putri & Permata, 2020).

Women's Empowerment Heads of Households (PEKKA) and Female Heads of Households (FHH)

Actor 2, meanwhile, is the empowerment of women as a marginalized group, in this case, female heads of households (PEKKA). Therefore, it can be argued that women, who are often marginalized from the development process, are key actors in social inclusion in rural areas. Female heads of households are a specific marginalized group who bear the dual burden of being both breadwinners and homemakers. The PEKKA Foundation defines them as women who fulfill the roles and responsibilities of breadwinner, household manager, and decision-maker, whether due to divorce, abandonment, the death of their husband, or the inability of their husband to fulfill their roles (Serikat PEKKA, 2018).

As a marginalized group, many members of women's empowerment organizations keep struggling to voice their aspirations due to their focus on meeting basic needs although they are a proactive group (Mujahiddin & Mahardika, 2019). Through mentoring and independent group meetings, the Women's Heads of Households Union in Cianjur actively organizes various self-empowerment programs, knowledge sharing, and skills training to empower each other and improve their lives (Rodiah, 2023).

The framework of synergy between PEKKA and Village Library

The relationship between these three elements information society, libraries, and women's groups is intrinsically linked through the concept of Collaborative Governance. While libraries provide the infrastructure (information access) and PEKKA provides the social capital (the network of marginalized users), the synergy between them creates a localized information ecosystem. Despite the individual importance of these actors, a significant research gap exists (1) Fragmented studies. Most literature treats library services and women's empowerment as parallel but separate tracks. (2) Top-Down bias. Research often focuses on library programs for women (one-way)

rather than programs co-managed by organized women's groups (synergy). (3) Process neglect. There is a lack of empirical data on the stages of partnership formation between village-level government entities and grassroots organizations.

This study addresses the gaps by adopting the BAPPENAS Multistakeholder Partnership Framework (Bahagijo et al., 2019), which analyzes the collaboration through five stages: Initiation, Formation, Implementation, Monitoring/Learning, and Maturation. By exploring the case of Sindanglaya Village, this research provides a rare empirical look at how grassroots synergy can accelerate the realization of an inclusive information society.

C. RESEARCH METHODS

This research uses a qualitative method with a case study approach. This approach was chosen because it is relevant for investigating contemporary phenomena, in this case the synergy between two entities, in depth and within a real-world context, where the boundaries between phenomenon and context are not easily discernible (Yin, 2018). This case study examines the collaborative model between the PEKKA group and the Sindanglaya Village Library in an effort to build an information society. The research was conducted at the Sindanglaya Village Library, Cipanas District, Cianjur Regency, from June to August 2025.

Informants were selected using a purposive sampling technique. This technique was employed to select informants who could provide relevant data and address the research questions. The selection of informants was based on criteria established by the researcher to ensure that the chosen informants aligned with the research objectives which they were individuals with in-depth knowledge and direct involvement in the activity (Asrulla et al., 2023). This criterion resulted in six key informants representing the main actors involved. The researcher considers this number sufficient because data saturation has been reached, and the selected informants meet the criteria for being valid informants, namely the adequacy

of information, relevance to the research focus, and possessing sufficient credibility to be accountable for the information provided (Martha & Kresno, 2016; Yin, 2018). This number also meets the minimum requirement for participants in case study research, which may involve one or more individuals (Bekele & Ago, 2022).

The key informant are: 1) the Sindanglaya Village Secretary, selected to represent the Village Government as a facilitator, village-level policymaker, and person in charge of the Village Library; 2) the Sindanglaya PEKKA cadre, selected as representatives of program initiators and key opinion leaders within the women's group; 3) Two of active PEKKA members, selected to provide perspectives as both field program implementers, and direct beneficiaries. 4) The Head of PKK's Sindanglaya Village, selected to gain a technical overview of program implementation, daily management, and direct interaction with users. 5) The Head of Cianjur TBM's Forum, selected as a practitioner in community partnerships to provide an overview of how successful partnerships impacted community. This composition was deemed adequate to obtain rich data and a balanced perspective from both parties (village government and community).

Data collection was conducted using three techniques to ensure richness: 1) In-depth interviews, conducted with four informants to explore perceptions, experiences, and processes. Key questions focused on: (a) the history and initiation of the collaboration, (b) the specific program implemented, (c) roles and division of responsibilities, (d) supporting and inhibiting factors, and (e) the impact felt by the community; 2) Non-Participant Observation, where researchers directly observed (a) service activities at the Village Library, (b) interactions between library managers and community members (including PEKKA), and (c) the atmosphere during collaborative program activities (if there were overlapping schedules); and 3) Document Analysis, by reviewing relevant documents to strengthen interview findings, including (a) PEKKA

activity reports, (b) Village Library agenda books or program reports, (c) village planning documents (RPJMDes) or deliberations that mentioned the program, and (d) photographs documenting the activities.

To ensure data validity, this study employed several data analysis and validation techniques in the form of technical triangulation. This process is carried out by constantly cross-checking findings from one technique with another. For example, statements of program success from interviews are verified through attendance lists or activity reports as a form of document analysis, as well as direct observations at the research site.

The data analysis technique used is Braun & Clarke's Thematic Analysis, implemented through work stages adopted from the flow analysis model (Samsu, 2017). This consists of 1) data reduction. Researchers transcribe all interview results, collect field notes (observations), and select relevant documents. This raw data is then focused, simplified, and abstracted by selecting points relevant to the research questions. 2) Data display. The reduced data is organized into descriptive narratives, matrices, or flowcharts. This process helps researchers see patterns and relationships of the data, particularly in mapping the established partnership model. 3) Conclusion drawing/verification (figure 1). From the beginning of data collection, researchers look for patterns and themes. At this stage, researchers interpret the presented findings, relate them to the conceptual framework in the literature review, and draw factual and accurate conclusions based on field evidence. Throughout this process, researchers actively code to identify emerging themes related to the form of synergy and its impact.

D. RESULTS AND DISCUSSION

Partnership Program between PEKKA and Village Government

The PEKKA Organization and the Sindanglaya Village Government began a collaboration in 2017. The main program is the Paradigta Academy, a village women's

leadership school, a structured education program for PEKKA members. In 2016, the program was fully funded by the PEKKA Organization, with eight beneficiaries. Synergy with the village government began in 2017, when Paradigta Academy alumni successfully advocated for the use of village funds for the program's sustainability. As stated by a PEKKA cadre

"The Paradigta alumni's job is to propose, advocate, to the village and Alhamdulillah, it was approved. So, in 2017, the Paradigta Academy School was funded by village funds" (ISH)

This collaboration continued and expanded, with a total of 51 beneficiaries of the Paradigta Academy from 2016 to 2019. Another program implemented is a school for legal assistance facilitators, known as the Paralegal School, with five beneficiaries. They conducted outreach efforts to prevent child marriage, which remains rampant in the Cianjur region. They also provided aid to earthquake victims through national donations. They also provided entrepreneurial equipment assistance through the P2WKSS program, where the village government acts as a facilitator for space and funding.

The synergy between PEKKA and the Village Government has been remarkably effective, as demonstrated by the wide range of programs implemented and their positive impact on many community members, particularly marginalized groups. As shown in Figures 2 and 3, the activities carried out by the Village Government, PKK, Posyandu Cadres, and PEKKA focus on improving community capacity in advancing an information society. Collaboration with marginalized groups enables more targeted and inclusive efforts to meet specific community needs. As a marginalized group, PEKKA deeply understands the needs of its members, particularly in the context of building an information society.

This partnership clearly demonstrates the openness of local government to build an information society through empowerment

and social inclusion. Empowering marginalized groups through legally focused academic classes have raised public awareness and reduced ignorance about legal information. This definitely enhances the community's capacity to interact and actively participate in legal affairs. This aligns with the true essence of an information society, which emphasizes improving the quality of life through effective access to and utilization of information (Nath, 2017).

The various implemented activities reveal a clear distribution of roles between PEKKA and the Village Government. PEKKA, as the initiator of the programs, played a dominant substantive role serving as the implementer, speaker, material provider, and evaluator. Meanwhile, the Village Government played a supporting technical role by providing venues and financial backing. The significantly higher share of responsibilities held by PEKKA reflects a strong equality of participation between general community members and marginalized groups in Sindanglaya Village. This ensures equitable access and opportunity for women to engage in socialization, training, and empowerment programs.

This underscores PEKKA's success in becoming a self-sustaining, empowered group with equal participation and active agency in village development. As Brody et al. (2017) highlight, self-help groups are an effective means of improving access to resources, mobility, and social participation in communities.

Research findings indicate that the "synergy" in the title of this article is not just a slogan, but rather manifests itself in three concrete forms in Sindanglaya Village. Firstly, programmatic synergy that is not a top-down collaboration model where the library creates programs "for" women. It is a programmatic synergy model, where an established program (PEKKA's Paradigta Academy) is synergized with the village empowerment agenda. The library (and the village government) do not act as creators, but rather than as facilitators and accelerators for initiatives already underway in the

community. Secondly, resource synergy that is classically limited in rural areas (Harahap et al., 2023). The village government provides hard resources such as village funds and physical facilities (offices and libraries). PEKKA provides equally important soft resources such as expertise, resources, curriculum (Paradigta Academy), and most crucially social trust and direct access to marginalized target groups. Thirdly, communication and promotion synergy, in which village libraries often fail because they are passively located (waiting at the village office) (Satiwi & Fathullah, 2023). The finding that PEKKA/Posyandu cadres become library "promoters" is a brilliant communication synergy. They transform libraries from passive to active, shifting to integrated community centers (*Posyandu*) and targeting the most difficult-to-reach segments (housewives and children).

The Multiple Role of PEKKA in Rural Library Management

The Sindanglaya Village Library, named "Peribumi: Perhatikeun Budak Resep Maca di Bumi" which means paying attention to children to read at home, was inaugurated in 2023. It was initiated by the Head of the Sindanglaya Village Family Welfare Empowerment Team (PKK), with a collection focused on community empowerment and children's literacy. Rural libraries are essential in the context of building an information society, as they provide access to information for communities.

This is particularly important in empowering communities through the available library collections. Meltareza et al. (2023) emphasize that more targeted book selection is crucial to enhance the relevance and understanding of rural community members regarding reading materials. Collection selection is carried out to ensure that rural libraries provide information that effectively supports the capacity-building of the community. The potential of rural libraries must be maximized, as they hold significant potential as centers for learning,

community development, and information discovery (Nasrullah et al., 2022).

The library remains operational today, albeit with a limited collection and non-professional staff. However, field findings indicate a strong overlap in membership between PEKKA, TP PKK, and Posyandu cadres. As explained by the Village Secretary

"The PKK, because many PEKKA members also become Posyandu cadres. Posyandu cadres are under the auspices of the PKK, including their innovations, such as the name 'Peribumi,' that was initiated by the PKK" (SD).

Although PEKKA is not formally involved on behalf of the organization in library management according to the written legal regulations, their role runs through its members who are also PKK/Posyandu cadres. This role includes two things. Namely, 1) Library promotion, in this case PKK Cadres who are also PEKKA members promote the library and bring books during *Posyandu* activities, as well as directly targeting the mother and child segment. 2) Assigned in the field of Library Services, PEKKA members from the An-Nur and Kalapa Dua Groups take care of the library in turn. The head mentioned the role of PEKKA in developing village libraries as follows:

"Everyone play a role in planning the space, selecting suitable rooms, and organizing the available books, and set some of the programs" (IDS).

Through the activities of posyandu and PKK, female household heads effectively promote the rural library to the community. This is highly beneficial, as it reaches more segmented groups, particularly children and housewives, no strangers to the village offices, often managed by men. According to Satiwi & Fathullah (2023), promotional efforts should be based on user needs, requiring proactive outreach to ensure all target groups understand the library's

purpose, with communication methods tailored to diverse audiences.

Furthermore, Satiwi & Fathullah (2023) highlight that naming an institution is a strategic move to enhance its visibility, as names serve as key identifiers that make places memorable. Sindanglaya Village Library's name, "Peribumi: Perhatiken Budak Resep Maca di Bumi" is short, meaningful, and easy to recall, greatly aiding community recognition. Although the direct role of female household heads in managing the library remains limited, their contributions, such as naming and promotion, have a significant impact. These actions increase the library's public awareness and visibility within the community.

However, the participation of female household heads in managing the library still needs to be strengthened. Looking back, the active participants are primarily those overlapping between PKK and *posyandu* roles, suggesting a narrow base of contributors. This issue deserves joint attention from both PEKKA and the village government to enhance synergy and actively increase women's roles in managing the library, ensuring that information access is inclusive across all social strata. It is crucial to involve the community in rural library management, as communities often serve as forums for mutual support and problem-solving, especially given the various challenges libraries face in rural areas (Komariah et al., 2021). Therefore, fostering collaboration with local community groups is essential to ensuring effective, inclusive library activities that truly reach every member of society.

Impact of the Partnership in Forming an "Information Society"

This partnership has had a significant impact on both parties. Through collaboration with the village government, PEKKA member has successfully demonstrated their existence and relevance within the community. A marginalized group composed of female heads of household has been able to actively participate in and contribute to community empowerment. For

PEKKA members, the primary impacts are internal and social is first increased self-confidence, where recognition and invitations to participate from the village government make members feel recognized and capable.

"The impact of the collaboration with the village that PEKKA feels good, happy, satisfied. There's a sense of being acknowledged, of being recognized, and having a space to learn and contribute in the community, that's what we feel." (ISH)

In the context of communities, partnerships are an essential element in building an information society. A partnership practitioner stated that the synergy between libraries and marginalized groups is the path toward implementing social inclusion in society, which should be appreciated

"Collaborations and partnerships clearly play an important role in the development of community competencies, especially in libraries. This is particularly true for libraries or community reading (TBM) based on social inclusion, as it can provide a platform and add diversity to the management and development of libraries. From another perspective, the involvement of women can be maximized according to their abilities, and even beyond that" (ER).

Secondly, the increase of social role of PEKKA's members. Paradigta Academy graduates are recognized for their capabilities and recruited by villages to become PKK members, cadres, and even RT officials. This includes easier access to village funds, availability of meeting facilities, and a growing number of beneficiaries. Through willingness to mutual collaboration, village government should have more sustainable program, as partnering organizations provide dedicated support in maintaining and

promoting empowerment activities independently and proactively.

"Alumni of the Paradigma Academy are tapped by the village to become PKK members and cadres. Some have even been appointed as RT leaders. Alhamdulillah, they can now contribute meaningfully to village development." (ISH).

"Ibu Maya, a POSYANDU cadre and a woman group leader, was delegated responsibilities by other members, becoming secretary, chairing meetings, and managing agendas. This involvement has positively influenced her children, encouraging them to be active in community affairs and contribute more." (BR).

"The Paradigma Academy class continues, especially the Paralegal program, so that FHH members, particularly marginalized women, can enhance their capacities, thus enabling them to contribute to village development, improve their environment, and make meaningful contributions." (INR).

The literature review section operated the "Information Society" not as a technology-centric concept, but rather than a practical capability for citizens. The findings demonstrate the contribution of this synergy. Firstly, the legal and political capability enhancement. The Paralegal Class program is concrete evidence of the formation of an information society. This is not simply literacy, but rather than the provision of legal information capabilities to marginalized groups. Women who were previously "laypeople" as Nath (2017) calls them, now have the knowledge to make legally informed decisions.

Secondly, the social & leadership capability enhancement. The paradigma academy not only trains skills but also generates leaders. Alumni recruited as neighborhood unit officials or PKK cadres

demonstrates a social transformation. PEKKA members have shifted from being objects of empowerment to being subjects and actors of development in the village. This aligns with the concept of self-help groups that build independence and public participation (Chandna et al., 2022; Brody et al., 2017). One purpose of collaboration is to bring individuals and groups closer within an organizational framework Pitri (2021). Continuous, meaningful interaction and communication strengthen bonds between partner members, foster mutual trust, and enhance the likelihood of long-term program sustainability. Third, libraries as media of recognition. The impact of "happiness" and "recognition" expressed by informant is a crucial finding. It shows that this synergy has succeeded in transforming the library into an inclusive public space. For the marginalized group PEKKA, the library is no longer just a "building," but has become an arena of social recognition for their existence and contributions.

Partnership Model: Bottom-Up Facilitative Synergy Model

In the implemented collaboration, the partnership process shows a model that does not fully comply with the formal stages of BAPPENAS (Bahagijo et al., 2019). Firstly, the initiation stage which derive purely from PEKKA (bottom-up) and proactively submit a village fund advocacy proposal. PEKKA serves as the initiator for most activities, they propose the funding and the village government is open to provide facilities for PEKKA's activities. Secondly is the formation stage (legality) which is missing one since the collaboration proceeded without formal legal ties such as a decree or MoU. Both parties confirmed that there was no official written agreement, such as a decree (SK), in the implementation process. The village government stated that their main expectation from community groups is their active participation, in that case it is unnecessary the formal procedures if they wish to work or require facilities. They can simply come to the village office, and support will be provided immediately.

"It seems there is no such bond because we asked for a decree." (ISH).

"There is no specific collaboration. If we collaborate with all the community in general, well, we just go ahead and use it." (SD).

Thirdly, the implementation stage in which there should be a clear division of roles. PEKKA is the substantive partner (implementer, resources, evaluator), while the Village Government is the facilitator partner (funds, venue). In the fourth stage, the monitoring & maturation stage, it shows is carried out informally and immediately after the activity for evaluation and planning of the next program. Both parties confirm that evaluations are held immediately after events. The results are then used to guide the next stage. The last stage is development and refinement stage. In this stage, the collaboration is reviewed and assessed to determine whether it should continue or be discontinued. Based on interviews and observations, it is evident that this partnership remains ongoing and is continuously sustained.

Figure 5 illustrates the partnership model between the PEKKA organization and the Sindanglaya Village Government, showing four key stages in the collaboration: initiation, implementation, monitoring and learning, then development and maturity. There is, however, no formal formation stage, a phase including drafting a written agreement outlining the rights and obligations of each party. A written agreement, therefore, is essential to guarantee work continuity and program sustainability in the long run. The lack of legal steps is a barrier to collaboration since it creates vulnerability. The sustainability of the current program relies heavily on goodwill and personal relationships with incumbent village officials. If village leadership changes, the PEKKA program risks losing funding and facilities.

Despite the missing of one stage of the ongoing partnership, the collaboration

demonstrated good synergy between PEKKA and the village government. This was due to several factors influencing the program's implementation. First, proactive bottom-up communication in which PEKKA is the primary actor in this collaboration. it occurs since PEKKA has already well-structured and planned programs that are independent and implement various programs with social impact. PEKKA is an independent, organized, and proactive organization in advocacy, thus serving as the primary director of the ongoing partnership.

Second, facilitative leadership (top-down support). The success of PEKKA's advocacy was welcomed by the village government, which has an open and facilitative mindset ("just go and do it"), not a bureaucratic one. This type of open-minded attitude from the village government fosters trust and collaboration, creating a strong foundation for effective partnerships with community groups and encouraging active participation in local development initiatives. Third, social capital (membership sections) in which the fact that PEKKA, PKK, and Posyandu members are "the same people" is not a weakness, but rather a strong social capital. This facilitates coordination, fosters trust, and accelerates program execution (Komariah et al., 2021).

This study identified a new partnership model for library management based on social inclusion. Village libraries are, through their government, able to provide services focused on community empowerment to build an information society, working with marginalized communities, including the PEKKA organization. Village libraries can play a more optimal role and are recognized by the community. PEKKA's programs have significantly increased visits and literacy levels. This partnership model can serve as an example for other village libraries and can be further developed to be more beneficial and impactful for the community.

These findings have important implications. For other village libraries in Indonesia, the message is clear *"stop waiting and stop working alone"*. Libraries in Indonesia, particularly village or community

libraries, are accustomed to waiting and working alone due to various limitations, both in human resources and funding. As a result, libraries are not optimally organized. Based on the findings of this study, it can be understood that it is the moment for libraries to collaborate and work with partners to serve the community. The pentahelix model is becoming a trend, and village libraries can also implement social inclusion-based services (Rahmadanita, 2022).

Village governments also need to pay more attention to community groups or community organizations in supporting village programs, particularly the implementation of village libraries for community empowerment (Nursari et al., 2023). Community groups are formed out of care and concern for the social environment in which they live, hence they understand and internalize how programs can be implemented and targeted better. Openness and a willingness to collaborate, engage in joint activities, and provide adequate facilities for community activities have been proven to have a positive impact directly felt by the community, such as the performance of PEKKA, which is felt by the community, especially marginalized groups.

This research suggests that the most effective empowerment model for village libraries is not to create new programs from scratch, but rather to act as a "hub" or "platform" for synergy. Libraries must proactively identify and "engage" existing, independent, and proactive community groups (such as PEKKA, KWT, and Karang Taruna). The partnership model in Sindanglaya Village can be described as a "Bottom-Up Facilitative Synergy Model," where initiatives from below (PEKKA) are facilitated and accelerated by resources from above (the Village Government/Library). The biggest challenge is institutionalizing this informal, trust-based synergy into a legal framework that ensures sustainability.

E. CONCLUSION

The synergy between the Sindanglaya Village Government and the PEKKA group has established a tangible and effective

bottom-up, facilitative collaboration model for building an information society from the grassroots level. This collaboration successfully transformed the "Peribumi" Village Library from a passive entity into a strategic platform for enhancing the practical capabilities of female heads of households, such as legal literacy, leadership, entrepreneurship, and boosting their self-confidence as a marginalized group. The partnership established is complementary, with PEKKA acting as the initiator and substantial driver of the program, while the Village Government/Library acts as a facilitator, providing supporting resources (village funds and infrastructure). This success demonstrates that recognizing and providing proactive participation for vulnerable groups is the key to inclusive empowerment. The main weakness of this model lies in the institutional aspect. This operational partnership is not yet supported by a formal written framework (such as a Memorandum of Understanding or Decree). This lack of legality makes the collaboration vulnerable to changes in village leadership and threatens the long-term sustainability of the program. Based on these findings, the proposed practical recommendation is the need to formalize (institutionalize) this existing synergy. The Village Government and PEKKA need to draft a written cooperation agreement to ensure legal certainty, a clear division of responsibilities, and the sustainability of the program in the future. This research is focused to an analysis of the process and perceived social impacts. Therefore, future research could develop on measuring the more quantitative socio-economic impact of this synergy on member welfare and testing the adaptability of this partnership model in village contexts with different culture and leadership characteristics.

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FIGURE LIST

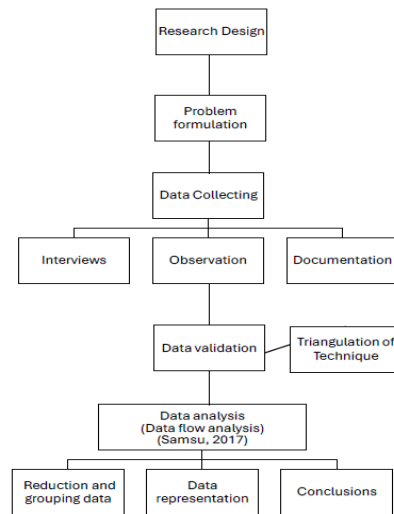


Figure 1 Research Flow



Figure 2 Pribumi Library



Figure 3 PEKKA's Programs



Figure 4 socialization and promotion of library

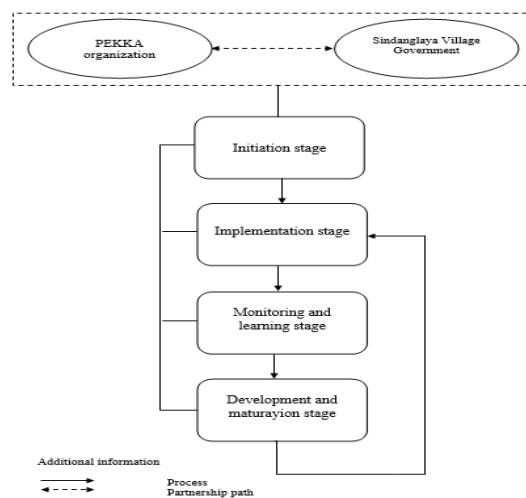


Figure 5 Partnership Model of PEKKA with the Sindanglaya Village Government

TABLE LIST

Table 1 Research Informants

Name	Description
Informant 1	PEKKA Cadre
Informant 2	Sindanglaya Village Secretary.
Informant 3	PEKKA Member
Informant 4	PKK Member
Informant 5	The Head of PKK
Informant 6	The Head of Cianjur TBM's Forum

Source: Processed primary data, 2025