

STRATEGIES OF ARCHIVES AND LIBRARY SERVICES IN INCREASING INTEREST AND READING CULTURE OF THE COMMUNITY IN WEST BANDUNG REGENCY

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ABSTRACT

This study aims to analyze the strategies implemented by the Archives and Library Office of West Bandung Regency in increasing public interest and reading culture. This study uses qualitative research methodology by using in-depth interviews, observation and document analysis as data collection techniques. The focus of the study included program identification, supporting factors and barriers in the implementation of literacy strategies. The key strategies implemented as a result of the study include the revitalization of *Taman Bacaan Masyarakat (TBM)*, procurement of book collections of 11,612 titles and 47,035 copies, introduction of digital library services, and literacy campaigns through social media and local communities. However, there are several obstacles that hinder the optimization of the program such as budget limitations, low community participation in literacy activities and the lack of qualified managers. Factors that support the implementation of this strategy include political support from the local government and the possibility of collaboration with various communities. This study recommends strengthening technology-based literacy programs, increasing the budget for purchasing reading materials and training library managers as strategic steps to overcome these obstacles. The results are expected to make a practical contribution to more innovative and sustainable literacy policies and serve as a reference for developing literacy strategies in other areas. Literacy is seen as an important element in supporting human resource development in West Bandung district.

Keywords: *Reading Interest and Culture, West Bandung District Government, Literacy*

A. INTRODUCTION

In the context of community development, an interest in and culture of reading plays a very important role as it shapes individuals who are knowledgeable, critical and analytical thinkers. A good reading culture in society not only supports the growth of knowledge but also catalyzes innovation and progress in various fields. In the long run, communities with a high interest in reading tend to be better able to adapt to social, economic and cultural changes. In the West Bandung region, an increase in reading interest and community culture can contribute to the educational efforts of all levels of society, thereby encouraging an improved quality of life and strengthening regional competitiveness.

According to the Human Development Report 2021/2022 published by the United Nations Development Program (UNDP). Globally, community literacy, which is influenced by technological and economic developments, has been recognized as a fundamental element in supporting sustainable development. In line with global trends, libraries are now not only places to store books, but also community centers that foster digital and information literacy. Libraries play an important role in the education system by providing access to a wide range of information resources that are accessible to all groups of people, regardless of their social or economic background. In the digital era, libraries are increasingly using digital services such as e-books, digital libraries and online platforms to help people easily access knowledge resources anytime and anywhere. In addition, libraries in various countries are also actively providing digital literacy and 21st century skills programs, which are becoming increasingly important to encourage people's active participation in the digital economy.

Successful development both materially and spiritually is development that focuses on the human factor or humanization of development (human development). The development process must be directed at efforts to liberate people from economic, social and political shackles. Development that liberates people is the ideal benchmark for every country. In this context, a search for a formula to measure validly and validly the Human Development Index (HDI) was born. Every year UNDP ranks countries in the world in the Human Development Index. In 2021, Indonesia ranks 114 out of 191 countries with an Index of 70.50. Meanwhile, in 2022, Indonesia ranks 108 out of 191 countries with an index of 72.20. Human Development Index Both in ASEAN and in the world, Indonesia is in the middle rank. In the Southeast Asian region in terms of HDI, Indonesia still lags behind Singapore, Brunei Darussalam, Malaysia, and Thailand.

Since the last few years, the UNDP HDI concept has been adopted by the Central Bureau of Statistics (*BPS*). *BPS* uses four main indicators to calculate the HDI of provinces and districts/cities in Indonesia, namely life expectancy, adult literacy, years of education and income per capita. For West Java province, according to *BPS*, in 2022 the quality of human life in West Java Province is still progressing, marked by an increase in the Human Development Index (HDI) in

2022 to 72.84, or an increase of 0.39 points compared to 2021 which amounted to 72.45 and ranked 12th nationally out of 34 provinces.

Of the 27 districts/cities in West Java, Bandung City, Bekasi City, and Depok City have “Very High” HDI status. One of the regencies in West Java, namely West Bandung Regency, the HDI in 2022 reached 69.04 points, an increase of 0.86 points compared to 2021 with a HDI of 68.29 points. Meanwhile, in 2020 the HDI of West Bandung Regency reached 68.08 points. One of the things measured by the HDI is the education index, which is represented by the Expected Years of Schooling (HLS) reaching 11.89 in 2022, an increase compared to 2021 (11.88 years). The Average Years of Schooling (RLS) in 2022, which reached 8.22 years, also showed an increase compared to 2021 (8.20 years).

Based on the 2018-2023 Strategic Plan, the Archives and Library Office sets the following targets, indicators and performance targets:

Table 1. Achievement of Target Performance of the Archives and Library Service in 2021-2022

No	Goal	Objective	Performance Indicator	Target Performance		Realization	
				2021	2022	2021	2022
1.	Improved library services that are of high quality, equitable and accessible to the entire community Library	Increasing public interest and reading culture Number of Library	Jumlah Pengunjung Perpustakaan	25.200	28.200	5.423	10.936

Source: Strategic Plan of the Archives and Library Service 2018-2023, Year 2024.

According to the Human Development Report 2021/2022 published by the United Nations Development Program (UNDP). In 2021-2022, library services must face certain challenges, including budget constraints, lack of community involvement, and limited access to technology in some areas. Therefore, this study analyzes the strategies implemented by the Office in overcoming these obstacles and optimizing existing programs to increase public interest in reading. By conducting a review of the policies and strategies implemented, it is hoped that this research can provide a useful perspective for future literacy strategies, particularly to increase people's interest and reading culture in the West Bandung region.

The Index of Community Literacy Development (IPLM) is an important indicator to measure the level of community literacy in Indonesia. The index reflects people's ability to access, understand and use information through various media, both print and digital. The HDI is a relevant parameter to assess the extent of the government's efforts to improve the quality of human resources through

literacy. The data for the West Bandung Regency Community Literacy Development Index in 2021 is as follows.

Kab. Bandung Barat

INDEKS PEMBANGUNAN LITERASI MANUSIA 2021			:	42,32
1	Pemerataan Layanan Perpustakaan (UPLM1)	:	0,00023	
2	Ketercukupan Koleksi (UPLM2)	:	0,08509	
3	Ketercukupan Tenaga Perpustakaan (UPLM3)	:	0,00001	
4	Tingkat Kunjungan Masyarakat/ Hari (UPLM4)	:	0,00002	
5	Perpustakaan Ber-SNP (UPLM5)	:	0,00015	
6	Keterlibatan Masyarakat di Kegiatan Sosialisasi (UPLM6)	:	0,32933	
7	Anggota Perpustakaan (UPLM7)	:	0,00841	

Jumlah Penduduk (2020):
1.788.340
Jumlah Penduduk Usia Sekolah 2020 (5-19 tahun):
686.149
Jumlah Penduduk Usia Pendidikan Tinggi 2020 (20-24 tahun):
213.608

INDIKATOR INDEKS PEMBANGUNAN		NILAI	INTERPRETASI
1	Rasio Ketersediaan Perpustakaan		
a.	Rasio Ketersediaan Perpustakaan Umum	: 0,00016	Terdapat 16 perpustakaan per 100.000 penduduk
b.	Rasio Ketersediaan Perpustakaan Sekolah	: 0,00015	Terdapat 15 perpustakaan per 100.000 penduduk usia sekolah
c.	Rasio Ketersediaan Perpustakaan Perguruan Tinggi	: 0,00003	Terdapat 3 perpustakaan per 100.000 penduduk usia pendidikan tinggi
2	Persentase Perpustakaan Dipersepsi ber-SNP	: 65,7%	Terdapat 65,7% perpustakaan yang dipersepsi memenuhi standar nasional perpustakaan
3	Persentase Jumlah Koleksi Buku yang Dipinjam Terhadap Jumlah Koleksi	: 0,2%	Terdapat 0,2% buku yang dipinjam dari total jumlah koleksi
4	Rasio Ketercukupan Koleksi Berdasarkan IFLA/UNESCO	: 0,0425	Belum Memenuhi
5	Kekurangan Jumlah Koleksi Berdasarkan IFLA/UNESCO	: 3.424.510	Kekurangan jumlah koleksi di provinsi ini sebanyak 3424510
6	Tingkat Ketercukupan Tenaga Perpustakaan		
a.	Rasio Ketercukupan Tenaga Perpustakaan	: 77,754	1 tenaga perpustakaan melayani 77754 penduduk; Tidak Mencukupi
b.	Rasio Ketercukupan Pustakawan Memiliki SK Fungsional/Kualifikasi Ilmu Perpustakaan	: 447,085	1 pustakawan, melayani 447085 penduduk; Belum Mencukupi
c.	Persentase Pustakawan Memiliki SK Fungsional	: 4,3%	Terdapat 4,3% tenaga perpustakaan yang merupakan Pustakawan dengan SK Fungsional
d.	Persentase Pustakawan Sesuai Kualifikasi	: 13,0%	Terdapat 13% tenaga perpustakaan yang merupakan Pustakawan dengan kualifikasi yang sesuai
e.	Persentase Tenaga Teknis Memiliki Sertifikasi	: 0,0%	Terdapat 0% tenaga perpustakaan yang merupakan tenaga teknis yang memiliki sertifikasi keperpustakaan
e.	Persentase Tenaga Teknis Tanpa Sertifikasi	: 82,6%	Terdapat 82,6% tenaga perpustakaan yang merupakan tenaga teknis tanpa sertifikasi keperpustakaan
7	Tingkat Pemanfaatan Perpustakaan	: 0,0%	Persentase jumlah kunjungan per hari dibagi jumlah penduduk sebanyak 0%: Belum Ideal
8	Tingkat Keaktifan Kegiatan Sosialisasi & Pemanfaatan Perpustakaan	: 32,9%	Keaktifan dan keterlibatan masyarakat dalam kegiatan KIE & pemanfaatan perpustakaan sebanyak 32,9%
9	Tingkat Engagement Anggota Perpustakaan	: 0,8%	Terdapat 0,8% penduduk yang merupakan anggota perpustakaan
10	Rata-rata Anggaran Pengembangan Perpustakaan per Jumlah Penduduk	: 70	Terdapat anggaran pengembangan perpustakaan sebesar Rp 70 per jumlah penduduk

Figure 1. Bandung Regency Community Literacy Development Index in 2021.

Source: Final Report of the Study on the Index of Community Literacy Development (IPLM) in 2021. Year 2024.

Kab. Bandung Barat	0,4418	0,0936	0,2017	0,0149	1,0000	1,0000	1,0000	53,60
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Figure 2: Bandung Regency Community Literacy Development Index in 2021

Source: Final Report of the Study of Community Literacy Development Index (HDI) in 2023. Year 2024

Based on the available data, the Community Literacy Development Index (HDI) of West Bandung District in 2021 and 2023 is in the medium category, with HDI scores ranging from 40.00 to 59.99. This category reflects efforts to improve literacy in the community, but is still faced with obstacles such as limited access to literacy facilities, low interest in reading, and lack of sustainable literacy

activities.

This HDI data provides an important reference for evaluating the literacy strategies implemented and designing more effective policies in building a reading culture. It is also related to efforts to increase Years of Schooling Expectancy (AHLS) as part of sustainable human resource development in West Bandung District.

According to the Government Agency Performance Accountability Report of the Archives and Library Service in 2023. The West Bandung District Regional Library has a collection of 11,612 book titles with a total of 47,035 copies, covering various fields of science and types of reading to meet the needs of the community. This collection reflects the local government's commitment to providing access to information and literacy resources for the community. However, although the number of collections is quite significant, challenges in terms of updating collections, relevance to readers' needs, and disseminating access to books through digitization programs and mobile libraries still need to be overcome. Increasing the utilization of this collection is one of the strategic steps to support the development of a reading culture in West Bandung Regency.

The lack of interest and reading culture in West Bandung Regency is suspected to be due to the fact that the strategy developed by the Archives and Library Service has not run optimally, this can be seen from the following symptoms:

1. Library facilities and infrastructure have not yet reached all areas of West Bandung Regency, where out of 165 villages in West Bandung Regency, only 61 villages have village libraries.
2. Human resources to manage the library are still lacking, only 3 librarians and the rest of the library managers are non-State Civil Apparatus personnel.
3. The development of technology where people prefer to read digitally compared to conventional reading.

The Archives and Library Service of West Bandung Regency plays an important role as the main driver in addressing the challenges of increasing public interest and reading culture. The office has developed various strategies aimed at reaching out to the wider community and adapting to local needs. One of the ongoing efforts is to expand access through the mobile library program, which allows people in remote areas to access reading materials. In addition, the agency also designs literacy programs for children, youth and adults that focus on improving reading and information comprehension skills.

This research also specifically examines how library innovations in West Bandung Regency can be a solution to limited library access and facilities in remote areas. In this way, public policies and library service strategies become more comprehensive and not only promote local literacy, but also influence the development of interest and reading culture in the community. Through an in-depth understanding of library service strategies, this research aims to provide a perspective on literacy policy development that better responds to and integrates the needs of communities in the digital age.

The empirical and theoretical gaps in research on the Strategy of the Archives and Library Service in Increasing Community Interest and Reading

Culture are important reasons for research problems that need to be studied more deeply. In terms of empirical data that is still not ideally owned, it is still not in line with the actual theory, so there needs to be a match between empirical and theoretical data. The research introduces the concept of a contextual literacy approach that links interest in reading culture with an understanding of educational values and future opportunities. By understanding individuals' aspirations for education, this research will provide insights in formulating more specific strategies to increase reading interest that has a direct impact on education. The results are expected to create a direct link between literacy and individual educational goals that can contribute significantly to the extension of the expected educational period.

B. LITERATURE REVIEW

With reference to the views of Dan Schendel and Charles Hofer, Higgins (in Salusu, 1996: 101) explains the existence of four levels of strategy, all of which are called Master Strategy, namely:

Enterprise Strategy

This strategy is related to community response. Every organization has a relationship with society. Society is a group that is outside the organization that cannot be controlled. Within that uncontrollable society, there is the government and various other groups such as pressure groups, political groups and other social groups. So the enterprise strategy shows the relationship between the organization and the outside community, to the extent that the interaction will be carried out so that it can benefit the organization. The strategy also shows that the organization is really working and trying to provide good service to the demands and needs of the community.

Corporate Strategy

This strategy is related to the mission of the organization, so it is often called the Grand Strategy which covers the fields that are engaged in by an organization. The question of what is our business or business and how do we control that business, is not only to be answered by business organizations, but also by every government organization and nonprofit organization.

Business Strategy

Strategy at this level describes how to win the market in society. How to place the organization in the hearts of rulers, businessmen, donors and so on. All of this is intended to be able to obtain strategic benefits that are also able to support the development of the organization to a better level.

Functional Strategy

This strategy is a supporting strategy and to support the success of other strategies. There are three types of functional strategies, namely:

1. Functional economic strategy, which includes functions that allow the organization to live as a healthy economic unit, including those related to finance, marketing, resources, research and development.
2. Management functional strategy, which includes management functions, namely planning, organizing, implementing, controlling, staffing, leading, motivating, communicating, decision making, representing, and integrating.

3. Strategic issue strategy, the main function is to control the environment, both known environmental situations and unknown or changing situations.

C. METHODS

This research uses a qualitative method, namely a research method that is carried out by explaining / describing data in the present (ongoing). This study aims to analyze the strategies implemented by the West Bandung Regency Archives and Library Office in increasing public interest and reading culture from 2021 to 2022. This research uses a qualitative method with a descriptive approach to gain an in-depth understanding of the implementation of policies, programs, and various strategies designed by the relevant authorities. Primary data will be collected through in-depth interviews with the Archives and Library Office, community leaders and representatives of library users, while secondary data will be obtained from official documents, annual reports and other relevant publications. Data analysis techniques are conducted by organizing, presenting and drawing conclusions from the data collected.

This research will focus on exploring various programs including mobile libraries, improvements to digital library facilities, and various community-based literacy activities initiated by the Archives and Library Service. Furthermore, this research also examines the challenges and opportunities faced in efforts to build a reading culture in West Bandung, especially when viewed from the geographical, social and economic context of the local community. Through this qualitative approach, this research can provide a comprehensive picture of the impact of the strategies implemented to increase people's interest in reading and provide recommendations for future literacy policy development.

D. EXPLANATION

In examining the strategy of increasing interest and reading culture, the author uses the model of strategy level theory from Dan Schendel and Charles Hofer, as described by Higgins (in Salusu, 1996: 101), especially in the aspect of enterprise strategy. This strategy emphasizes the relationship between the organization and society as an external group that cannot be fully controlled by the organization. In the uncontrolled society, there is the government and various other groups such as pressure groups, political groups and other social groups. So the enterprise strategy shows the relationship between the organization and the outside community, as far as the interaction will be carried out so that it can benefit the organization. The strategy also shows that the organization is really working and trying to provide good service to the demands and needs of the community.

Based on the results of the literature study that the researchers conducted, it is known that the Vision and Mission of the Archives and Library Service of West Bandung Regency are as follows:

Vision: "To become a reliable regional document data bank and creative library in West Bandung Regency".

While the missions carried out are:

1. Increasing the Quality and Capacity of Human Resources in the Library and

Regional Archives Sector;

2. Developing Libraries and Archives as Reliable Sources of Information and Data; and
3. Creating a complete and easily accessible library and archive system.

The strategy of the Archives and Library Service in increasing public interest and reading culture in West Bandung Regency in 2021-2022 has close relevance to national and regional literacy policies when viewed from the Enterprise Strategy aspect. National literacy policies, such as the National Literacy Movement (*GLN*) and the National Strategy for Digital Literacy, emphasize the importance of increasing access to reading sources and the use of technology in developing a literacy culture. The literacy policy promoted by the government through the National Literacy Movement (*GLN*) program is the main foothold for regions in developing strategies to improve reading culture. *GLN* targets strengthening the literacy ecosystem through the synergy of various sectors, including libraries as centers of knowledge and community learning. The Archives and Library Office plays a role in supporting this policy through various programs, such as the provision of digital libraries, mobile library services, and the organization of community-based literacy activities.

At the local level, this strategy is also in line with the local government's policy to improve the community literacy development index. Programs such as literacy villages, the provision of reading spaces in public places, and collaboration with schools and literacy communities are part of the local efforts to strengthen the reading culture. In addition, the implementation of literacy policies in West Bandung District is also supported by innovations in library services, such as digitization and integration of technology in providing information.

Furthermore, the strategy also takes into account the sustainability factor by ensuring that literacy programs are not only temporary but are able to create long-term impacts. One form of implementation of this strategy is strengthening the capacity of human resources in the library and literacy sector, both through training library staff, increasing the competence of literacy facilitators, and empowering local communities in supporting the literacy ecosystem. Thus, the Enterprise Strategy approach to literacy policy enables the Archives and Library Service to implement a more systematic, data-driven strategy that is oriented towards continuous improvement in service quality.

The relevance of this strategy to national and regional literacy policies can also be seen from the aspect of multi-stakeholder collaboration. In its implementation, the West Bandung District Archives and Library Office does not only act alone, but also collaborates with various parties such as schools, literacy communities, academics and the private sector to support the reading culture improvement program. For example, the Social Inclusion-Based Library program, which emphasizes the role of libraries as community empowerment centers, allows for active participation from various elements in supporting access to literacy for groups that were previously less accessible. This synergy further strengthens the effectiveness of the literacy strategy as it is based on community needs and in line with national policies that emphasize the importance of inclusivity in literacy development.

Thus, the strategy implemented by the Archives and Library Service not only aims to increase interest in reading, but is also part of a broader literacy policy, both at the national and regional levels. This shows that the success of literacy strategies is inseparable from the synergy between policy, innovation and active community participation in building a sustainable reading culture.

Strategy can be said to be an adjustment action to react to certain environmental situations that can be considered important, where the adjustment action is carried out consciously based on reasonable considerations. The strategy is formulated in such a way that it is clear what the organization is doing and will do in order to achieve the goals it wants to achieve. In relation to this research, this strategy can be seen from the work program set and implemented by the Archives and Library Service of West Bandung Regency.

Enterprise strategy can be seen where this strategy is related to community response, in the enterprise strategy the relationship between the organization and the outside community is seen, as far as the interaction will be carried out so that it can benefit the organization and show the organization really working and trying to provide good service to the demands and needs of the community.

To increase interest and reading culture in the community, the Archives and Library Service has a Library Development program, with activities:

1. District/city level Library Management with sub-activities:
 - 1) Library Development at the District/City Level,
 - 2) Library Development in Basic Education Units in All Districts/Cities in accordance with the National Library Standards,
 - 3) Development of Special Libraries at the District/City Level,
 - 4) Capacity building for library staff and librarians at the district/city level,
 - 5) Library Materials Management and Development, and
2. Culture of Reading at the Regional Level, with sub-activities:
 - 1) Socialization of Reading and Literacy Culture in Primary and Special Education Units and Communities,
 - 2) Construction and Maintenance of Library Facilities in Public Places that are the Authority of Regency/City Regions,

The work program of the Archives and Library Office of West Bandung Regency will not be meaningful and will not be achieved if it is not supported by other stakeholders and the community. The existence of this community response indicates that the programs rolled out by the West Bandung Regency Archives and Library Service in increasing interest and reading culture have received a positive response from the people of West Bandung Regency, which is known that interest in reading books among the people of West Bandung Regency is still relatively not optimal.

West Bandung Regency has 70 Community Reading Gardens (*TBM*s) spread across various regions as an effort to increase access to literacy for the community. The existence of these *TBM*s is one of the important strategies in bringing reading resources closer to the community, especially in areas that lack formal education facilities. By providing various collections of books, reading materials and literacy activities, *TBM*s are expected to encourage interest in reading and strengthen literacy culture in the community. However, from

interviews with literacy activists and observers in West Bandung Regency, the role of *TBM*s has not been optimal, considering that there are still challenges in terms of improving the quality of collections, adequate facilities, and developing more innovative and sustainable literacy programs. Optimizing TEMs is important to ensure that the benefits can be felt equally by all levels of society.

Researchers argue that books are a means of developing knowledge. The lack of interest in reading among the younger generation, especially in West Bandung Regency and Indonesian society in general, is certainly a cause for concern. When compared to developed countries, of course, Indonesian people's interest in reading is still lacking and this is what must be improved. Therefore, it is necessary to build relationships with all interested parties, West Bandung Regency, which is also a young Regency, according to researchers, must have a breakthrough and socialization to the community so that interest in reading among *KBB* residents becomes superior. West Bandung Regency is a new regency, inaugurated on January 2, 2007. A division of Bandung Regency, it is bordered by Purwakarta Regency and Subang Regency to the west and north, Bandung Regency and Cimahi City to the east, and Cianjur Regency to the west and east.

The existence of village libraries today, according to researchers, is certainly a breath of fresh air as a means of education and socialization to the public. The West Bandung District Government has issued a Regional Regulation (*Perda*) on libraries where the Archives and Library Service can assist villages directly who will create a village library, or to the community who will create a community reading park (*TBM*) because there is already a legal umbrella, where the Archives and Library Service also acts as a coach.

Not only Village Libraries (*Perpusdes*) are covered by the Archives and Library Service, there are also Community Reading Parks (*TBM*), Mosque Libraries, and Reading Communities. One of the goals is to foster the spirit of reading among the community. Currently, the *KBB* Archives and Library Office is also collaborating with the West Java Provincial Library and Archives Office and the National Library (*Perpusnas*). Currently, not all villages in *KBB* have libraries. Of the 165 points, only 60 villages have been fulfilled.

Reading can be anywhere, libraries can stand anywhere. Like the West Bandung Regency Street Library (*Perpus Jalanan KBB*) which opened a stall in front of the West Bandung Regency *DPRD* building, Jalan Rata Tagog Number 545, Padalarang District West Bandung Regency. The *KBB* street library was established in March a few years ago. Anxiety over the loss of public space that can be used for discussion is the background for the establishment of the West Bandung Regency street library.

Based on the Enterprise Strategy, the Archives and Library Service of West Bandung Regency has carried out in increasing public interest and reading culture by issuing various programs, including holding or encouraging village libraries, *Taman Baca Masyarakat* (*IBM*), Mosque Libraries, and Reading Communities. Where these programs received a positive response from the community.

From an Enterprise Strategy perspective, the Archives and Library Service's strategy is not just a local policy, but also part of a national effort to build a more inclusive and sustainable literacy ecosystem. With the synergy between central

and local policies, it is hoped that the increase in interest and reading culture can continue to grow, which in turn contributes to improving the quality of human resources and the overall welfare of the people in West Bandung Regency.



Figure 3. Street Library in Front of the DPRD Building West Bandung Regency

E. CLOSING

Conclusion

This study concludes that the strategy implemented by the Archives and Library Office of West Bandung Regency in increasing public interest and reading culture is part of an enterprise strategy approach that emphasizes synergies between communities, technology, and public policy. The research findings show that the initiative of government agencies with the relations of parties related to increasing interest and reading culture in order to develop digitalization of library services, the development of Community Reading Gardens (*TBM*), and literacy campaigns based on social media are important components in creating an inclusive literacy ecosystem. This strategy not only supports the improvement of community interest in reading but also contributes to efforts to increase the number of years of schooling in the region, in accordance with the goal of sustainable human resource development.

Suggestion

This study recommends strengthening cross sector collaboration between government, local communities and businesses to support the sustainability of literacy programs. On the other hand, further studies could integrate a more in-depth technological perspective, such as artificial intelligence for personalizing literacy services, to improve program effectiveness. In addition, a thorough evaluation of strategy implementation needs to be conducted periodically to ensure its relevance and impact on community needs. It is hoped that this research can provide a basis for insight into the development of enterprise strategy-based

literacy policies that are not only locally relevant but can also be replicated in other areas.

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