

Analysis of the DOLEN Program as a Library Strategy to Improving Children's Literacy in East Java

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ABSTRACT

The DOLEN (Dongeng Online) program initiated by the Dinas Perpustakaan dan Kearsipan Jawa Timur (East Java Library and Archives Office) aims to help improve children's literacy through educational content based on digital media. The author examines strategic management and management adaptability in facing changes and challenges in implementing the program. Methods used in this writing are observation and interviews with librarians, and the author conducts a SWOT analysis to assess the strengths, weaknesses, opportunities, and threats in the DOLEN program. The author found that libraries play an important role in adjusting to the digital era through technology-based service innovation. Effective management strategies, qualified resources, and adequate infrastructure are the main reasons for the success of the DOLEN program. This article emphasizes the importance of libraries' readiness to provide relevant digital literacy programs that meet the needs of the audience.

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INTRODUCTION

In Indonesia, children's literacy plays the most important role in shaping the quality of the nation's future generation. Developing literacy skills from an early age can not only help train children's intelligence in reading and writing but also strengthen their intelligence in academic, intellectual, emotional, and spiritual fields (Lindriany et al., 2022). Moreover, children with good literacy skills will be better prepared to face future challenges, especially in the digital future (Mills, et al. 2022). In addition, parental support for early childhood literacy programs plays a crucial role in ensuring children have sufficient knowledge and necessary skills for the future (Rachman & Verawati, 2022).

In addition to the support provided by parents, libraries as centers of knowledge and learning for the community must certainly play a role in fostering literacy interest in children. Libraries that continue to grow according to the fifth principle of the Five Laws of Library Science proposed by Ranganathan, which states that "A library is a growing organism," need to continue to grow in order to support various efforts to improve services and fulfill community needs. By providing reading spaces, library materials, and appropriate literacy programs, libraries can stimulate children's interest in reading and even attract them to

visit the library (Pratiwi, et al., 2020). Moreover, this also serves as a strong foundation for libraries to continue implementing and promoting lifelong learning that consistently supports the needs of the community (Wilcox & Monobe, 2020).

One of the initiatives to help improve literacy among children is the DOLEN (Dongeng Online) program implemented by the Dinas Perpustakaan dan Kearsipan Jawa Timur (Disperpusip Prov Jatim). With this program, it is hoped that it can introduce and help disseminate fairy tales through social media and help facilitate children's access to interesting and useful reading materials. By presenting fairy tales that are closely related to moral and cultural values, DOLEN strives to revive Indonesia's oral traditions in the digital era. Through the use of technology, this program is also expected to reach a wider audience, especially since it is easier for parents to provide supervision, because in accessing it only uses the live broadcast feature on Instagram. Through this program, children not only receive entertainment but also help enrich their literacy skills.

Instagram, as the social media platform used to disseminate the DOLEN program, plays a very important role. In an effort to increase children's interest in literacy, Instagram is used because the number of Indonesians who use the application reached 106 million as of April 2024 (Julius, 2024). In addition, in the context of literacy, the visual and audiovisual features offered by Instagram allow the presentation of stories in a more engaging and accessible format, thereby increasing children's interest in participating in literacy activities. Furthermore, Instagram can reach a wide audience, even in areas that are difficult to access by conventional media (Al Faritzi, et al., 2024), making it an effective tool for distributing literacy content. Therefore, Instagram has the potential to be a media tool that can support literacy programs that are more adaptive to technological developments.

Despite the promising potential of the DOLEN program in improving children's literacy through digital technology, there are significant challenges in implementing resource management to support its success. One of them is how the changes in the organizational structure at the Dinas Perpustakaan dan Kearsipan (Disperpusip) Jawa Timur can affect decision-making and program implementation. Furthermore, organizational changes, whether in terms of technology, strategy, member behavior, and so on, are necessary so that the organization can survive (adaptively) in the face of change (Robbins, 1996; Rustandi & Indriati, 2022). Based on this, the Disperpusip needs to ensure that communication flows, interdepartmental coordination, and monitoring division are carried out effectively to address any technical or operational obstacles that may arise during the program. Therefore, an adaptive management strategy is essential to ensure the smooth running of this program, even in the face of changes in the organizational structure.

In order to understand the implementation of strategic management in the DOLEN program, the author examines the strategic management of the Dinas Perpustakaan dan Kearsipan Jawa Timur (Disperpusip) as well as the management's adaptability in facing changes and challenges. Additionally, this article aims to analyze how the problem-solving strategies established by Disperpusip management can contribute to the success of the DOLEN program, particularly in terms of resource management, competitive environment analysis, program evaluation, and strategic distribution efficiency.

METHOD

In collecting data, the author conducted direct observation during several DOLEN activity sessions and in-depth interviews with two librarians involved in the program. The writer monitors the implementation of the program, including the interaction between librarians and the audience, the use of technology such as the live feature on Instagram, and how librarians handle the technical challenges that arise. Interviews were conducted to understand the librarians' experiences in implementing programs, the training received, and the challenges faced. The data obtained was analyzed using SWOT analysis to identify the strengths,

weaknesses, opportunities, and threats in the implementation of the program, including how librarians effort to optimize opportunities and overcome challenges that arise during the program.

LITERATURE REVIEW

Strategic Management

Strategic management can be interpreted as a process or series of decision-making activities that are fundamental and comprehensive in nature, involving the procedures for implementation to achieve common goals (Putri & Gischa, 2021). Kenton et al. (2021) explain that strategic management is the management of organizational resources to achieve objectives, involving the establishment of goals, analyzing the competitive environment as well as internal organization, evaluating strategies, and ensuring the distribution of strategies throughout the entire organization. Allison (2019) cited by Sampe (2023), outlines the function of strategic management, which is to help companies find a direction to develop through assessment, evaluation and growth processes, which enable the identification of new business goals and set realistic and achievable goals that help companies gain a competitive advantage. In addition, the main purpose of implementing strategic management as explained by Kadar et al. in their book entitled *Strategic Management and Leadership* (2021), namely to overcome various problems that exist within the company.

In its application within library organizations, strategic management plays a role in the relevance of services that align with user needs amidst rapid technological changes. One of the components in strategic management is strategic planning, which involves formulating strategies to anticipate both internal and external factors in the library environment. (Haryono et al., 2021). Strategic planning has become essential for uniting management, staff, stakeholders, and users in understanding the direction of the library and how each individual contributes to achieving common goals. This also includes the evaluation and reporting of progress and success rates (Matthews, 2005; Andayani, 2019). Thus, it enables the library to identify long-term goals, evaluate available resources, and design service programs that can meet the needs of the community.

SWOT Analysis

SWOT analysis has been widely used by organizations, companies, and government institutions because this analysis is considered fundamental as a tool for determining the best solutions to conflicts that may arise within an organization (Fatimah, 2016). Internal factors include strengths and weaknesses that are to be examined, while external factors encompass opportunities and threats that can affect the organization's performance. With this identification, an organization can anticipate future changes that have the potential to affect the success and failure of the program being implemented.

Furthermore, Affandy (2022) explains that the function of SWOT analysis is to provide a comprehensive overview of the environmental situation faced by the organization. This understanding serves as a benchmark in strategic decision-making, ensuring that the decisions made are more relevant to the conditions faced by the organization. In the digital era, the relevance of SWOT analysis is evident in responding to new challenges, such as changing consumer preferences and increasing market competition (Widyaningrum et al., 2024). Overall, the proper implementation of SWOT analysis is expected to assist organizations in formulating effective strategies, enhancing adaptability to change, and achieving the organization's mission goals through continuous evaluation and adaptation in response to societal changes (Sari et al., 2024).

DOLEN Program

Dongeng Online or DOLEN is a flagship program for children initiated by the East Java Library and Archives (Disperpusip Prov Jatim). Aimed at providing educational entertainment for children, the DOLEN

activity features storytelling by librarians from the East Java Provincial Library through the online platform, Instagram. This program is held regularly every week on Tuesday at 10:00 AM Western Indonesian Time (WIB). The Dinas Perpustakaan dan Kearsipan Jawa Timur is certainly striving to present a variety of stories, with unique ideas and innovations in each of its presentations. Not only using Indonesian, sometimes the Dinas Perpustakaan dan Kearsipan Jawa Timur also employs Javanese and Madurese as regional languages, as well as English in storytelling. Thus, the DOLEN program becomes more appealing to local residents, thereby reaching a wider audience.

An interview conducted with Mrs. Sri Purwaningtyas, a librarian at the East Java Disperpusip, who was involved in the initiation of the DOLEN program, expressed that she feels happy if the DOLEN program can help foster a love for reading among the community (Ainun et al., 2022). Furthermore, as reported by Radio Republik Indonesia on Tuesday (March 21, 2023), Mei, a librarian from the Dinas Perpustakaan dan Kearsipan Jawa Timur, also stated that the DOLEN program is anticipated to captivate the interests and talents of children, thereby fostering a love of reading and storytelling in the future generation of the nation.

The DOLEN program, which aims to improve children's literacy, uses Instagram as a supporting medium. Instagram was chosen because the number of users on that social media platform reached 106 million people as of April 2024. The stories that are conveyed through this platform are not only educational but also pertinent to the behaviors of children in the contemporary world, where they are already acquainted with social media. The Disperpusip is making an effort to adjust to technological advancements and changes in user behavior in order to ensure that library services remain pertinent and appealing to children. This strategy demonstrates effective strategic management skills by addressing the audience's requirements and establishing a foundation of literacy, thereby influencing the future of children. As a result, the DOLEN program not only facilitates the learning process for children but also functions as a strategy to optimize their literacy in the technology-driven era.

FINDINGS

Based on the interview conducted by the author on Wednesday (09/11/2024) with A and D, who are librarians involved in the DOLEN program, both in the initial initiation process and implementation, It is widely recognized that DOLEN was initially developed as a response to the Covid-19 pandemic through discussions among librarians. Before the pandemic occurred, both informants explained that the Dinas Perpustakaan dan Kearsipan Jawa Timur had already implemented the DARLING program (Dongeng Keliling), which involved direct visits to schools in East Java. Due to pandemic-related social restrictions, librarians at the Dinas Perpustakaan dan Kearsipan Jawa Timur, including A and D, innovated by converting the storytelling format into an online version via the Instagram live feature, resulting in the creation of the DOLEN program. Consequently, DOLEN was established by the Dinas Perpustakaan dan Kearsipan Jawa Timur to preserve the continuity of children's storytelling services despite the cessation of direct school visits.

Furthermore, based on the analysis conducted by Kenton et al. (2021), five main factors in strategic management can be used to assess the effectiveness of the DOLEN program implementation:

1. Organizational Resource Management

Within the context of strategic management, the DOLEN program highlights Disperpusip's capacity to effectively manage and allocate resources to ensure the program's sustainability. Initially, the librarians of Disperpusip undertook self-directed learning to utilize the Instagram Live function and associated

technological equipment. A, one of the librarians, stated, “Yes, we originally studied the features of Instagram ourselves (September 11, 2024)”. The librarian from the East Java Provincial Library also experienced technical difficulties, stating, “We encountered issues such as the storyteller's voice not being audible in the video due to an error in connecting the clip-on cable (D, September 11, 2024).”

Reflecting on previous errors, both informants indicated that the management of the Dinas Perpustakaan dan Kearsipan Jawa Timur has implemented proactive measures by organizing training sessions for librarians. A explained, “There used to be training on Saturdays organized by an outside community that focused on storytelling, and our librarian indeed participated in that activity (September 11, 2024)”. This shows that the Disperpusip is dedicated to advancing human resources, specifically librarians, to support and improve the quality of the DOLEN program. Additionally, by organizing training that collaborates external communities, Disperpusip is fostering collaborative partnerships that enhance the program's success.

Furthermore, the management of Disperpusip coordinates the assignment schedule for each librarian involved in the DOLEN program, facilitating an efficient rotation to ensure the program's smooth execution. By implementing a structured schedule distribution, every librarian receives an equal chance to gain insights from one another's experiences, thus improving their skills in executing the program. Additionally, a dedicated team is in place to manage the smooth operation and gather feedback from users during the Instagram live session, enhancing responsiveness to any challenges that may occur during the event. The management of the Disperpusip ensures that the librarians on duty maintain a balanced workload by implementing a schedule every three (3) months with a team of seven (7) individuals.

2. Competitive and Internal Environment Analysis

The DOLEN program developed as an innovative solution to the transformations caused by the Covid-19 pandemic. The unexpected change in circumstances, particularly the start of community activity restrictions, necessitated a reassessment of the current programs by the Disperpusip, as it required individuals to limit their activities in public spaces. The service at the Disperpusip now faces its greatest challenge, as there is a pressing need to discover new ways to engage with the community, particularly with children who represent the future of the nation. Consequently, the management of Disperpusip utilizes Instagram as a literacy platform that is accessible from any location at any time. This is a strategic move aimed at drawing in a larger audience, particularly parents with children who are familiar with digital technology. Instagram provides benefits in terms of accessibility and immediate interaction, enabling the audience to participate in real-time.

Furthermore, the implementation of Instagram as a social media platform has enabled Disperpusip to compete with other well-known digital platforms such as YouTube and TikTok to maximize audience engagement. By utilizing Instagram's accessibility, including its wide audience and the convenience of use from any location, librarians can engage with children and parents at home through content that is equally captivating as on other well-known platforms. Additionally, to guarantee the fair distribution of the DOLEN program in East Java, the Disperpusip conducted a workshop for librarians, inviting representatives from 28 districts to take part in the event we organized. Each of the 28 districts sent two representatives—a librarian and a teacher—to participate in the DOLEN training on September 11, 2024. Disperpusip is actively promoting the DOLEN program through visits. “In promoting the DOLEN program, we conduct visits to schools, usually to kindergartens, because at kindergartens there will be parents who monitor and listen to the storytelling. At that moment, we take the opportunity to promote the DOLEN program to the parents” (A, September 11, 2024). This step seeks to improve parental involvement in fostering children's literacy from a young age.

The willingness of librarians to embrace new technologies is essential for the viability of the DOLEN program. The Disperpusip has recognized the necessity of optimizing resources to enhance the efficacy of the DOLEN program. Recognizing that technological adaptation is essential for the sustainability of the Disperpusip management program, it not only enables training for librarians but also supplies the necessary facilities and infrastructure to elevate professionalism, including tablets, tripods, and clip-on microphones to enhance video quality in DOLEN production. Furthermore, establishing a reliable network infrastructure is essential to guarantee the quality of Instagram live videos. Consequently, librarians possess sufficient resources to adjust to technological advancements, allowing them to produce more captivating and relevant content for the audience.

3. Strategy Evaluation

During the strategy evaluation, Disperpusip actively invites feedback and recommendations from users concerning the programs and services offered. A specific link model with a user satisfaction survey enables the audience to offer direct input. Furthermore, they perform regular monitoring and evaluation (monev); "we offer a feedback link for users to complete, but we also conduct monev to gather feedback from management (A, September 11, 2024)." This method aids management in assessing service quality while enhancing their responsiveness and adaptability to user needs and satisfaction.

This review demonstrates a proactive management approach in predicting and addressing difficulties. The data acquired from the survey and monitoring and assessment serve as a mechanism to pinpoint areas that require enhancement or additional development. This constitutes a crucial measure in enhancing services, thereby fortifying the link between Disperpusip and the community in a sustainable fashion. Consequently, literacy initiatives such as DOLEN remain pertinent and substantially enhance children's literacy in East Java.

4. Distribution of Strategy

The technique implemented by Disperpusip in the DOLEN program involves the participation of all organizational elements, including management, librarians, and the monitoring team. Effective teamwork and interdepartmental coordination guarantee that each librarian comprehends their own tasks and obligations. By delineating responsibilities, each librarian can concentrate on particular tasks. Moreover, a systematic division of work not only promotes efficiency but also guarantees that each component of the organization is actively engaged in facilitating the program's success.

The organized rotation of responsibilities among librarians and the monitoring team allows each librarian to refine their competencies in diverse aspects of the program, including storytelling, technical abilities, and audience engagement. Librarians, with an expanded range of responsibilities, may deliver high-quality services while effectively addressing challenges such as technological difficulties and sustaining audience engagement during live sessions. This rotation approach fosters collaboration, resulting in a synergistic and adaptive workflow, wherein each librarian, leveraging their unique expertise, can effectively tackle the myriad difficulties that may emerge. This not only guarantees the seamless operation of the DOLEN program but also augments its efficacy in attaining the objective of enhancing children's literacy.

5. Determining Success

The final phase of strategic management involves assessing the comprehensive success of the program. The efficacy of the DOLEN program is evidenced by its substantial influence on enhancing children's literacy. Children who can internalize knowledge and recount stories represent a significant outcome of the DOLEN program. Furthermore, Disperpusip's management can evaluate progress by measuring the enhancement of librarians' competencies in addressing technical issues. As the program advances,

the librarian's proficiency in executing live sessions seamlessly and sustaining audience engagement serves as a criterion for assessing the efficacy of the applied technique. Moreover, Disperpusip can evaluate the program's success by analyzing its audience reach in East Java. Disperpusip is facilitating training for representatives from 28 districts in East Java, enabling children in other regions to benefit from the DOLEN initiative.

SWOT Analysis

The key element of strategic management is the analysis from several viewpoints, both internal and external, commonly known as SWOT analysis. (Garnika & Rohiyatun, 2021). Moreover, SWOT (strengths, weaknesses, opportunities, threats) serves as a strategic instrument for evaluating an organization's competitive position Fatimah (2016); Phadermrod et al. (2019); Zainuri and Setiadi (2023). The DOLEN program can be thoroughly examined using a SWOT analysis, which encompasses internal strengths and weaknesses, along with external opportunities and threats. The results of the SWOT analysis derived from field data and discussions with pertinent librarians are presented herein:

1. Strengths

There are two strengths of **human resources** in the implementation of the DOLEN program:

- a. Librarian Adaptability: the librarians of the East Java Provincial Library shows a valuable amount of adaptability, particularly in their response to the Covid-19 pandemic, as they converted the DARLING (dongeng keliling) format into DOLEN (dongeng online).
- b. The library ensures that librarians, as human resources, acquire the required skills to execute this program. Librarians received training to improve their narrative skills and expand their proficiency in utilizing the social media platform Instagram.

In addition, the **innovations** implemented by Disperpusip can become a strength of the DOLEN program:

- a. Innovation in Program Implementation: The library service has reinvented program implementation by utilizing Instagram as a narrative medium, enabling broader audience engagement accessible at any time and from any location.
- b. Varied Language Use: The DOLEN program enhances inclusivity for children from varied origins by employing Indonesian, Javanese, Madurese, and English. This initiative by Dinas Perpustakaan dan Kearsipan aims to maintain content relevancy and engage the audience's interest. This DOLEN project demonstrates that a flexible mindset among librarians can bolster the relevance of libraries, ensuring them remain relevant in the digital age.

2. Weakness

The implementation of the DOLEN initiative established by Disperpusip reveals three **infrastructural** shortcomings:

- a. Technical limitations: Initially, librarians encountered issues like the failure to record the storyteller's voice and the volatility of the internet connection, which compromised video quality.
- b. Limited Direct Interaction: Due to the online structure of the DOLEN program and the live Instagram functionality, engagement is confined to the comment box, which is occasionally overlooked by the librarian storyteller.

- c. **Reliance on Internet Connectivity:** The curriculum's online structure is significantly reliant on internet connectivity, and librarians have frequently had to repeat the program owing to inadequate internet quality.

3. Opportunities

The DOLEN initiative presents three chances to **enhance children's literacy** in East Java:

- a. **Enhancement of Literacy:** The extensive utilization of social media presents a significant opportunity to advance digital literacy among children, particularly as the prevalence of children familiar with digital media continues to rise.
- b. **Program Access:** DOLEN offers the capacity to expand its reach, not only in East Java, but across Indonesia, by utilizing Instagram or alternative social media platforms.
- c. **Collaboration:** Disperpusip has the potential to partner with many entities, including educational institutions and community organizations. To expand its appeal to diverse audiences and facilitate collaboration with professional storytellers.

4. Threats

In the DOLEN initiative, **competitiveness** and technological **infrastructure** may pose concerns:

- a. **Content Competition:** The DOLEN program encounters significant competition for audience attention due to the extensive array of digital content appealing to children on sites like YouTube and TikTok.
- b. **Technological Changes:** The rapid evolution of digital technology is a problem for the management and librarians of Disperpusip if they fail to adapt to these advancements, particularly in updating functionalities or utilizing relevant social media platforms.
- c. **Digital Infrastructure:** According to a report by katadata.co.id, as of December 2023, Speedtest by Ookla indicates that East Java is home to 12 of the 19 cities and/or districts with the slowest Internet in Indonesia. This certainly presents a challenge in regularly supplying programming, adversely affecting program quality and audience experience during live DOLEN broadcasts.

DISCUSSION

The SWOT analysis of the DOLEN program has completely explained the internal and external aspects influencing the effectiveness of this digital media literacy initiative. This provides a solid foundation that enables Dinas Perpustakaan dan Kearsipan Jawa Timur to identify and develop library management strategies that are flexible and relevant to modern needs. In today's libraries, good strategic management is essential to use identified strengths and opportunities, while addressing weaknesses and risks. The success of the DOLEN initiative relies not only on librarians' capacity for innovation but also on the preparedness of technological infrastructure and effective collaboration among stakeholders.

Moreover, libraries must consistently assess their programs and services to align them with user demands. Following the interviews and SWOT analysis, the author elaborated on numerous critical issues about the successes and limitations of the DOLEN program:

1. Human Resources

The human resources, specifically librarians in this study, significantly contribute to the program's success rate. Qualified librarians enhance the prospects for program success. Furthermore, human

resources that are responsive to evolving content trends and the adoption of new technologies are crucial in addressing difficulties in the digital age. Therefore, as a component of strategic management, it is essential to implement ongoing training to ensure that the organization's human resources remain compatible and flexible to changes. This course equips librarians to adapt to technological advancements and empowers them to contribute to the development of innovative programs and services. For instance, in the execution of DOLEN, librarians demonstrate innovation by employing both local and international languages in the presentation of fairy tales as regional content. This may eventually improve the quality of services provided, becoming more ideal in alignment with contemporary needs and demands.

2. Infrastructure

The DOLEN action offers significant potential; nevertheless, several issues, particularly regarding infrastructure, require greater focus. Infrastructure limitations, like unreliable internet connectivity and insufficient technological gadgets, may limit the effective operation of the DOLEN program. The audience's experience may be affected if the storyteller's voice is not captured or if internet instability results in low video quality. Moreover, the constraints of microphones and inferior cameras can impede the efficacy of storytelling. In response, Disperpusip has made substantial efforts to enhance digital infrastructure, including a more reliable internet connection and sufficient equipment. Consequently, the substantial potential of the DOLEN program can be maximized, enabling the execution of this digital literacy initiative to function more efficiently, enhance user experience, and uphold service quality.

3. Improving children's literacy

The SWOT analysis indicates that the main potential for the DOLEN program is to focus on enhancing children's literacy in the digital age, particularly in the East Java region. DOLEN provides children the opportunity to understand and internalize the stories and knowledge presented by librarians, especially in cases where access to good-quality reading resources is limited. Moreover, with efficient coordination and promotion, the program might potentially engage a broader audience, a possibility further supported by Instagram as the main medium for its execution. Disperpusip is enhancing its digital marketing approach and fortifying its collaborative network with multiple groups, including schools and local communities that support children's reading. Furthermore, the strategic use of Instagram features might enhance audience engagement and create the program more appealing to children. Finally, it is essential to stay abreast of technological advancements in social media to ensure the program's relevance and sustainability throughout time. Consequently, DOLEN possesses the capacity to emerge as a premier initiative in East Java that may enhance children's literacy competencies.

4. Technological changes

The DOLEN faces challenges from the expanding rivalry caused by digital content, particularly on platforms including YouTube and TikTok. The content makers on these platforms are, undoubtedly, the main competitors of the DOLEN program, as their ability to present diverse and engaging content enables them to effectively engage young audiences. Consequently, to remain competitive, Disperpusip must persist in innovating to maintain content relevance and begin exploring the dissemination of DOLEN content over other platforms to broaden audience engagement. By

implementing a more participatory and diverse content strategy, the program can sustain its competitiveness and attractiveness in a highly competitive content landscape.

5. DOLEN Program Contribution

The main goal of the DOLEN program, aimed at delivering educational materials for children during the Covid-19 pandemic, has been successfully accomplished by enhancing the accessibility of literacy initiatives through social media and digital technologies. Despite the appearance of some challenges, including initial infrastructure flaws, Disperpusip possesses the capacity to rectify and assess these challenges. Disperpusip capitalized on chances to enhance the DOLEN program's efficacy in improving children's literacy in East Java. This indicates that the DOLEN program can attain its objectives and has the potential for future growth and sustainability.

CONCLUSION

Libraries have increased responsibilities and duties in addressing the digital age, and their readiness to offer relevant digital literacy programs is essential. Consequently, libraries must ascertain the community's needs and evaluate their facilities and infrastructure to guarantee that the developed programs are suitable and feasible for implementation. In this instance, financial allocation is a crucial element in facilitating infrastructure development. Secondly, it is essential to maintain resources to ensure a smooth execution of program implementation and technology operation. The library is capable of providing training for librarians to enhance their competencies. Third, collaborating with diverse entities, including educational institutions and literacy organizations, to enhance the program's outreach. As a result, libraries will be better prepared to address community needs in the digital age and guarantee pertinent and sustainable literacy initiatives.

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