

Inclusive Communication Empowerment Management Model

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Abstract

New media with all its consequences have attracted the attention of various parties. One of the serious concerns of the Government of Indonesia is the development of a village web to

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improve access to information for rural communities. Empirical evidence shows that many parties which are categorized as marginalized people have limitations in accessing information. Therefore, an appropriate empowerment model is needed according to the conditions of these marginal communities. This research was conducted using participatory action research methods, data collection was carried out by in-depth interviews, FGDs, and observations. The validity of the data was tested by triangulation of sources. The results showed that there were four categories of people accessing and utilizing village web information, namely ignorant, marginal, creative, and empowered communities. All four require different management from one another, namely through coaching, awareness, policy, and support

Keywords: new media, marginal, inclusive, management

Introduction

Several new media theories that have emerged in the realm of communication see more of new media as media studies in terms of channels and tools, thus focusing more on the frenzy about the sophistication of the integration of computers, telephones, television, and digitalization that make the internet into everything, as revealed by Owens in 1999. Through his book *The Internet Challenge to Television* (Holmes, 2005). Holmes in Nuryanti et.al (2019) refers to the existence of new media as being represented by the internet, the second media era. Most of the studies that appear are only related to the characteristics of new media and the different views on the first media era (broadcast) and the second media era (internet). The study of new media has not touched much on the human factor as an actor who uses the media, so the issues of how to position new media and how to use or utilize new media by people who have limited access to new media have not been conceptualized.

At the empirical level, many things are not easy to express by communication experts in several theories that have emerged. Littlejohn, Foss, and Oetzel (2017) mention that based on the approach, old media is said to tend to use a social interaction approach, while new media is more on a social integration approach. Some people who are not ready to accept the presence of new media still position new media as old media, as experienced by some rural communities. An example of a fact that can be explained is the emergence of a conflict between the community and the new media manager (web village) in one of the villages in the territory of Indonesia, namely Susukan Village, Sumbang, and Banyumas in early 2018. The presence of the web is believed by admins/village officials as a tool to convey information from the village government to the community, In other words, the village web admin sees new media with a social interaction approach, where the social interaction approach prioritizes the transmission of information that reduces direct interaction (Littlejohn, Foss and Oetzel, 2017). The problem that arises then is when new media are still interpreted as old media such as television or radio, which can be controlled and the orientation of information awareness is not at the individual level. This causes the new media to lose its advantages compared to the old media.

Holmes's new media theory about the second media era, cannot be applied to all conditions of society. Some people in the marginal category who have limited access to information from new media still need old media as intermediaries. The presence of the old media among the new media and society makes the new media lose its power, especially in terms of speed. The characteristics of new media and the functioning of the social integration approach will only be realized in people who are ready to accept the presence of the internet, in the sense that they have the tools to access and have adequate internet literacy.

Jones (2013) revealed that inclusive communication is an approach that is oriented toward the effectiveness of communication by using available and mutually understood means. This allows the use of non-verbal language in conveying information, including simple language, body gestures, signs used when communicating, images and symbols that support communication, objects that can signify something, and interactive approaches (Nuryanti, et.al, 2020). The context of the Susukan Village community who do not understand information technology such as the village web is one of the marginalized categories of society. Inclusive communication is a form of freedom of access to information for marginalized groups.

The problem that arises then is how to empower marginalized communities in terms of access to information. Typically marginalized communities differ from one another depending on the factors that cause their limitations, so each type of marginalized society requires different empowerment actions. Therefore, this study aims to map or create an inclusive communication empowerment management model so that it can be used to explain the characteristics of marginalized communities and how to empower them.

Literature Review

Empowerment Management Model

The development paradigm is constantly changing along with the dynamics of society. One of the theories that have been widely adopted in the development of third-world countries after the Second World War is modernization. According to Harun and Ardianto (2011), there is an assumption that modernization theory originates from a functionalism theory mindset which emphasizes the interrelationships and dependencies of social institutions, the importance of standard and measuring variables in the cultural system, and the certainty of a dynamic-stationary balance of social change. Still according to Harun and Ardianto (2011), one of the assumptions is that modernization is interpreted as a systemic process that involves almost all aspects of social behavior, including industrialization, urbanization, Secularization, and so on.

As a consequence of modernization, many countries are competing to build infrastructure as one of the standards for successful development. The issue of globalization is the reason for the development and the focal point for economic development. Martono (2012) mentions that advanced modernization gives rise to globalization. According to Ife and Tesoriero (2014), the basic assumption of globalization is that the needs of the global economy are considered the most important thing. If the centralization of the economy goes well, other fields will also do well. Therefore, this understanding tries to lead the world community to think centrally that economic progress determines everything.

Successful development happens if the government can communicate well with its citizens (Rahma, 2020). In the context of using ICT, the government has taken many initiatives, but most of them are still top-down (Rusadi, 2014). On the other hand, it should be realized that development is an effort to transmit resources so another agenda of development is attention to capacity building in the facilitation of social dialogue. The goal is that in social dialogue there is an equal position between the government and the community so that there is awareness or common understanding and perception of all actors involved in development.

Empowerment is the concept that although life is a natural process, in reality, life also needs to be "managed" (Wrihatnolo and Dwidjowijoto, 2007). Martono (2012) continued, in practice in the field the empowerment process can occur due to the opportunity structure factors which include access to information, level of participation, accountability, and capacity of local organizations. Utilization of all these factors to the maximum will increase empowerment

which in turn can improve the welfare of members. Wrihatnolo and Dwijdjowijoto (2007) concluded that as a management concept, empowerment has indicators of success.

Empowerment management is needed as an effort to sort out empowerment targets as well as steps that can be taken according to the characteristics of the target. In the process of empowering marginalized communities, it will be difficult to see the capacity that exists in them. At the individual level, one can know each other's self-concept by using the Johari Windows model. The Johari window's concept can be used as a guide to determine how the approach used is appropriate for the empowered community. Johari windows explain the relationship between self-concept and self-disclosure (Rakhmat, 2013), the more a person opens up or the wider the public self, the more familiar they will communicate with others. Concerning finding information, Johari Windows emphasizes searching for information stored in a person through a process of stages that need to be passed to optimize the value and role of information. If the Johari windows model is made with the assumption that each individual can see or judge himself, the empowerment management model is a picture of a marginal community that is photographed by the communicator or facilitator, so that the facilitator or empowerment actor can determine concrete steps that must be taken under the characteristics of the empowerment targets.

Marginal Society

One of the communicant groups in the context of development communication is the marginalized or marginalized community group. Marginal communities can be defined as people who are displaced from one group to another due to marriage, migration, education, or other circumstances are said to be members of marginal communities; despite their best efforts, they are rejected by their new community. (Aisindi, 2014).

The grouping of people into marginal groups is very diverse. Women, young people, the elderly, individuals with disabilities, native people, immigrants, members of racial or religious minorities, and HIV-positive people are among the marginalized groups, according to the United Nations (2009). Additionally, one could classify the poor as a marginal category. According to Handler and Hasenfield (2007), poverty is characterized using the social method as well as the economic approach. From an economic perspective, poverty is defined as the inability to fulfill basic needs, while from a social approach, poverty is defined as a limitation in developing capacity.

According to Bappenas (2008), marginalized and underprivileged populations frequently have trouble accessing and using other resources as well as using information and communication technology (ICT). According to study done by Nugroho, Nugraha, et al. (2012), women and children are marginalized groups who are more frequently exploited by interested parties in the media, whereas the disabled are a group that has less access to the media.

In the context of the Susukan Village community, some circumstances make them marginal in the field of information, especially when it comes to using the community website to acquire information. Owing to a lack of communication means such laptops and Android phones, a lack of familiarity with the internet and the web, and limited access due to physical limitations such as blind, the Susukan Village community is unable to obtain information through the village website.

Method

This research is qualitative research using Participatory Action Research (PAR) approach. The PAR method is a new approach that gives birth to new assumptions about the

importance of the social process collectively reaching conclusions about "the current case" and "how the implications of the change" are considered important by different people in a problematic situation in starting initial research (Wadworth, 2006).

The PAR technique involves four phases or stages: diagnosing, planning, and taking and assessing action. This stage can repeat itself multiple times before societal issues can be resolved through decision-making by all members of society (Coghlan and Brannick, 2001). Data collection was carried out by semi-structured interviews, FGDs, deep interviews, documentation, and involved observations. Testing the validity of the data was carried out using triangulation of sources by comparing the answers from one informant to another, comparing with observations and documentation.

Results and Discussion

Access to Information for Marginalized Communities through the Official Village Website

The Village Information System (Sistem Informasi Desa/SID), one of which can be thought of as a village web, is more frequently employed by villages for socio-cultural purposes, specifically for fostering interactions amongst residents Rianto. et.al, 2018). Each village's condition is different from one another. For villages that have human resources with a high level of information and communication technology literacy, low, such as Susukan village, it will be more difficult to take full advantage of the village web.

Preliminary data from interviews with informants in Susukan Village as many as 50 people including village officials (both village web admins and other sections), yielded some interesting findings. First about age, then type of cellphone, occupation, education level, and understanding of the internet, especially about SID and village web. In this study, almost 80 percent of the Susukan Village community is a marginal community. Marginalized people are those in the Susukan Village community who lack communication skills and internet literacy and hence cannot access information through village web. According to a report by Bappenas (2008), marginalized and underprivileged people frequently have trouble accessing and using other resources, as well as trouble using and exploiting information and communication technology (ICT). At some point this this will eventually have an effect on the larger unemployment issue, particularly in areas with low income. (Fathoni and Sigid, 2021)

Access refers to the definition by Ribot and Peluso (2003) as the ability to benefit from something or the right to obtain power, therefore access to information can be said as the ability to obtain information. In general, access and use of the internet by the community in Susukan Village can be said to be still low. This is due to several factors, namely limited facilities to access the internet (mobile phones, computers, and signals), the unavailability of information according to community needs, uneven distribution of information, low literacy of information and communication technology, and lack of socialization from village officials related to the village web.

Differences in perspective on the categories of important and unimportant information between the village community and the apparatus caused the community to be reluctant to access information. An example is an information on village structures and budgets. According to the village government, information about the budget and government organizational structure is important to share with village communities, but for some people, it is not important information. The apparatus considers this information important because one goal of the village web is to provide transparency for information about village development, including the budget for the village financial fund or APBDes.

But for the community, information that is directly related to daily life is much more important and needed, such as prices of necessities, information about tips on maintaining health, information about making processed foods, information about buying and selling, and agriculture. This is the driving factor for the community to become apathetic about the existence of the village web. For them, the information presented has not met the expectations of the community. as stated by Mrs. Rasem's group in a joint FGD with apparatus and villagers.

From the description before, it can be said that information politics emerged from the village government about what needs to be given to the Susukan Village community. However, the community assumes that one-way information from the village government is not what they want, but rather an information that concerns the needs of the village community itself. From this data, it can be said that empowerment through an inclusive communication approach can bring out the dynamics of the civil society movement or a pure civil movement from the community itself to the village government at the lowest level. From the perspective of Freire's awareness, the Susukan Village community can move from a naive consciousness to a critical awareness, which is shown through the courage to refuse or accept information.

Another issue that prevents the village community's access to information through the village web from being evenly distributed is the problem of village web content that does not adhere to the needs of the community. Information can be easily obtained by some people, but other people have difficulty accessing information. According to the residents of Susukan Village, information can be easily obtained by people who have kinship or family relationships with village officials. In addition, people who live close to their homes and village officials also have easy access to information. Meanwhile, people who are far from the village hall, such as hamlet/Grumbul lembuayu, become people who find it difficult to receive information. The getok tular or buzz of words system that has been practiced so far has not been able to reach the whole community. Information that is often suddenly related to village activities, for example, causes people who are far from the information center to miss out on information and cannot participate in these activities.

Meanwhile, marginalized communities who are characterized by physical disabilities (disabled) also feel that they have not received special attention from village officials. As stated by Mulyo (52 years), a blind resident of Susukan, all this time to get information related to village development and security, he had to come to the village hall. Mulyo deliberately came to the village hall at night with his son escorted just to talk to the village officials who happened to be on patrol that night.

Responding to the presence of the village web as a medium to convey information on village development, Mulyo hopes that this information can reach him. Mulyo has a limited vision so he can't read information from the village website, he hopes that there are people who care to re-deliver the information orally. And according to his confession, so far this mechanism has never been carried out. The village web in Susukan did not provide the best access to information due to less active village official dissemination of the existence of the village web. Susukan Village officials feel that their work to serve the administrative needs of the community has taken up their time, so plotting time for socialization has not become a priority. This is according to the narrative of one of the village's official web admins, Fauzan (35 years):

“kalo jadwal (sosialisasi) ya itu urusan pak sekdes, tapi sejauh ini

belum dijadwalkan, ya rencana si ada. Ya sekitar bulan mei, ya 4-5 lah nanti, itu tugas saya banyak banget si mba, jadi waktunya yang susah”

“if the schedule (socialization) is the matter of the village secretary, but so far not yet scheduled, yes the plan is there. Yes, around May, maybe 4-5 later, that's a lot of work for me, madam, so it's a difficult time”

A summary of the general aspects and conditions of access to information through the Desa Web in Susukan can be seen in Table 1

Table 1 *General aspects and conditions of access to information through the Village Web in Susukan*

Aspect	General condition	Information	Alternative Strategy
Access to new media	Relatively low	Society has limitations, both in terms of knowledge and tools to access the internet	The village government provides intermediary media so that the community can access information from the village web
How to view the category of information	There is a difference between the community and the village government	People view important information as information related to everyday life. For example, information on food prices, village potential, health tips, etc. The village government considers the important information in the village government structure and the APBDes report Community: considers the information to be easier to reach by residents who are close to the device, both in terms of location and kinship. The community also wants more massive information to be disseminated by the village government. Pemdes: Being busy serving the administrative needs of the community is more important than disseminating information	The village web team becomes a bridge to realize the wishes of the community, namely by uploading up-to-date information according to the needs of the community by recruiting journalists from each Grumbul so that journalists know what the needs of residents are.
A perspective on the distribution of information	There is a difference between the community and the Village government		The task of disseminating information from the village web is given to the village web team so that the device focuses more on administrative services to village communities

Source: *Primary Data Analysis (2021)*

The approach used by the village web team is to use inclusive communication. Some of the channels used are FGD, socialization, mapping, provision of intermediary media, and evaluation. The village web team's inclusive communication strategy's flow can be viewed in more detail here in table 2.

Table 2 *Flow of Inclusive Communication Approach from the Village Web Team to Marginalized Communities*

Inclusive Communication Approach	Explanation
FGD	The FGD was carried out as the first step to map the problem as well as to find a solution related to the limitations of marginalized communities in accessing the village web. In the FGD it was agreed that it was necessary to form a village web team in charge of managing the village web.
First socialization	The Susukan village web team conducted outreach to the community and provided an introduction to the web team. The web team makes use of several occasions where there are lots of people present, such as PKH meetings and village-level halal bi halal
Community mapping and technology assessment	The web team and researchers asked the community what the community wanted regarding the presence and the village web and the limitations in accessing information from the web. Communities are given the freedom to choose intermediary media according to their abilities so that they can access information from the village web.
Provision of intermediary media according to the needs of marginalized communities	The village web team provides information boards according to the wishes of the community. The web team prints out the information, posts it on the village website, and then pastes it on the information board.
Second Monitoring and Socialization	The web team reminds the neighborhood that it is possible to get information via the village website. through information boards installed at patrol posts and prayer rooms in each RT
Evaluation	The web team evaluates by asking the public whether the information so far has been under the wishes and needs of the community or not. If not, the web team is willing to provide the information needed by the community.

Source: *primary data analysis (2021)*

Inclusive Communication Empowerment Management Model

An inclusive communication approach is a communication approach that is different from the conventional communication approach. The inclusive communication approach allows and even requires communicators to provide alternative media for the communicant if the communicant cannot use the main media. Using the findings of focus groups and interviews with residents of Susukan Village, marginalized communities with difficult access to information can be categorized into 4 categories of marginalized communities as well as 4 empowerment models or approaches that can be taken according to their ability to access information. The four categories of society are ignorant, pioneer, creative, and empowered people. An explanation of the inclusive communication management model is presented in the form of Figure 8.7 and its explanation.

The problem for marginalized communities about what they know and what they don't know is not a major problem when faced with limited access. Therefore, a different communication management model is needed when the main problem is the ability to access and not the ability to process the information itself. Several previous theories, one of which is the use and satisfaction theory from Katz, Blumler, and Gurevitch (1974) in Morissan (2010) state that one of the assumptions of this theory is that the initiative to get media satisfaction is determined by the audience. According to Finn (1992) in Morissan (2010), a person's motives for using the media can be grouped into two categories, namely proactive and passive. For example, the proactive category is when someone watches TV because they want to get certain information, while a passive example is someone turning on the television just looking around without actively looking for information, entertainment, or something else (Morissan, 2010).

The theoretical assumptions that develop regarding the selection of media above are different from the facts in this research field. Considering the outcomes of the FGD with the residents of Susukan Village, important information was obtained that the community's problem in accessing the SID or the village web was not what (what) and why (why) information from SID needed to be accessed, but rather how (how) they could access it with limited limitations. they have. These limitations can be artificial, as the problems of using computers and the internet can still be learned. Meanwhile, the limitations that occur in Susukan Village in marginalized communities are more related to mindsets. This requires an inclusive communication management model that is following the character of each citizen.

Another reason for the importance of an inclusive communication management model is the difference between individuals who understand the internet and individuals who know little about the internet. Based on the study of Lazonder, Biemans, and Wopereis (2000), the difference between someone who has special expertise and someone new or unfamiliar with using search engines is that individuals who have more experience in using search engines will be more systematic in searching for information than those who have more experience in using search engines still lay or minimal experience (novice).

The inclusive communication management model is a response or response to the situation of an individual or community group obtained from the results of a technology assessment (Figure 1). There are four categories of marginalized communities that have been successfully photographed from the real conditions in the field, namely the ignorant, pioneer, creative, and empower categories. First, ignorant, In this group, marginalized individuals frequently avoid using the community web to get information. The community can be made more aware of the benefits of having easier access to information by putting up various efforts to promote inclusive communication management, thus the community will have the opportunity to improve welfare compared to before using information from the village web. In this category, it takes maximum effort from the actor or facilitator to show examples or examples of people who are successful in utilizing information.

The second category is the pioneer category, the pioneer category community is a marginal community that wants to progress, but there are still many internal obstacles or obstacles. Inclusive communication management can be done is in the form of continuous coaching. This is because individuals or community groups in the pioneer category need to be shown various ways to access information, besides that they also need to teach how to use the information to increase their capacity.

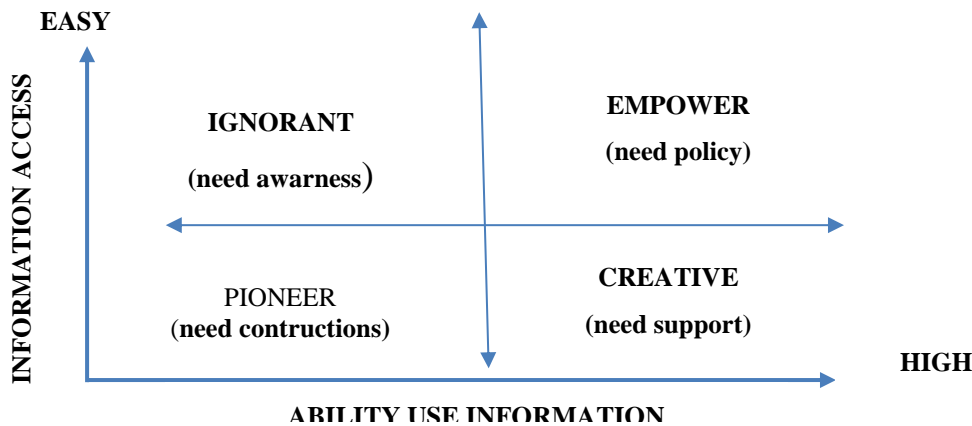


Figure 1. *Inclusive Communication Empowerment Management Model*
Source: *Primary data analysis (2020)*

The third category is the creative/creative category, this community is a marginal community which, although it has internal obstacles, has its ways or methods to be able to overcome these obstacles. An example of a creative category of society is an individual who, even though they do not have an internet network, tries to find a solution, for example by looking for free wifi so that they can still access information from the internet. An inclusive communication management model that can be applied to creative community categories is to provide the support that is in line with the needs of community capacity building. Such as financial access support, legal access support, and other access support that currently may be an obstacle to empowering the community itself.

The last category is empowerment. The fourth category is the ideal category of inclusive communication, namely individuals or communities who can overcome internal obstacles and can utilize information technology to improve their welfare. At this level, what is needed is access to political policies that encourage them to grow and develop better and more advanced. People with the category of empowered do not require a very large effort, because this category shows that people already have a good ability to use search engines. Empowered community groups enter the informal type in the process of finding information. Informal search mode characterizes a person who already has sufficient knowledge about a particular topic, so that information search through the internet aims to deepen knowledge and understanding of that topic (Choo, Detlor, and Turnbull, 2000).

Through the understanding that has been possessed, the informal search mode makes a person able to formulate a search clearly while at the same time knowing the limitations of the extent to which a person will search. However, in this search, a person limits the effort and time he spends because basically, the search is carried out only to determine whether there is an action or response to his needs (Choo, Detlor, and Turnbull, 2000).

Conclusion

The four categories of people accessing and utilizing village web information are ignorant, marginal, creative, and empowered communities. The four categories of society require different empowerment communication management models when the main problem is the ability to access and not the ability to process the information itself. In the marginal category, inclusive communication management can be done in the form of sustainable development. In the ignorant/ rejected category, inclusive communication management can be

done by making various efforts to raise awareness in the community that with easier access to information obtained, the community will experience an increase in welfare compared to before using information from the village web. The category of creative society is to provide support in line with the needs of community capacity building. And in the empowered category, inclusive communication management can be in the form of access to political policies that encourage them to grow and develop better and more advanced.

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