

## Education of Exemplarity in Building Inclusive Villages



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**ABSTRACT:** The purpose of this paper is to describe the conscious and planned efforts undertaken by the Village Government together with the Village Deliberation Agency (BPD) and the community elements of Sawangan Wetan Village, Patikraja District, Banyumas Regency, Central Java Province, in striving to transform themselves into an inclusive village. This research employs a qualitative research approach with a descriptive method. Data collection techniques include observation, interviews, and documentation. The findings of this paper indicate that education of exemplarity in realizing inclusive villages must be carried out simultaneously by all parties involved in the village, including the Village Government, BPD, village institutions, and community elements. Exemplary education as an effort to achieve inclusive villages in Sawangan Wetan Village should begin with the example set by the Head of Village. The Head of Village is the highest leader of the village who must provide the best examples in terms of mindset, attitude, and actions in village development and community empowerment activities. The purpose of setting these examples is to inspire and motivate the Village Apparatus, BPD, and community elements to emulate the working pattern of the Head of Village. Therefore, the conclusion drawn from the education of exemplarity in realizing inclusive villages in Sawangan Wetan Village is that the initiative must begin with continuous exemplary leadership from the Head of Village, who is the highest leader in the village. These examples should then serve as inspiration and be emulated by other village elements to collectively build the village.

**KEYWORDS:** Exemplary Education, Inclusive Village, Head of Village

### I. INTRODUCTION

The purpose of this writing is to describe the conscious and planned efforts made by the Village Government, the Village Deliberation Agency (BPD), and the elements of the community of Sawangan Wetan Village, Patikraja District, Banyumas Regency, Central Java Province, to become an inclusive village. Exemplary education is a series of conscious and planned efforts carried out by individuals or organizations to mature humans by way of setting an example. This refers to education in general, defined as conscious and planned efforts made by individuals or organizations to mature humans.<sup>1</sup> Conscious and planned efforts to mature humans are carried out in various ways, one of which is through exemplary behaviour.<sup>2</sup> Exemplary behavior is the effort made by individuals to set an example through the knowledge they possess, the attitudes they exhibit, and the actions they undertake. This exemplary behavior should begin with the highest leader and be followed by others.<sup>3</sup>

Exemplary education is needed by leaders to direct their subordinates and all elements of the community.<sup>4</sup> Exemplary behavior in a village should start with the Head of Village. The Head of Village, as the highest leader in the village, uses exemplary behavior as a tool to encourage the Village Apparatus, the Village Deliberation Agency (BPD), and the community towards shared dreams.<sup>5</sup>

<sup>1</sup> M. Farhan Arib et al., "Experimental Research Dalam Penelitian Pendidikan," *Innovative: Journal Of Social Science Research* 4, no. 1 (22 Januari 2024): 1, <https://doi.org/10.31004/innovative.v4i1.8468>.

<sup>2</sup> Yudis Tira, Ilham Suwandi, dan Muchamad Rifki, "Pendidikan Karakter Siswa Sekolah Dasar Dalam Perspektif Islam," *Murid : Jurnal Pemikiran Mahasiswa Agama Islam* 2, no. 1 (30 April 2024): 2, <https://doi.org/10.51729/murid.21532>.

<sup>3</sup> Asyarah Adinda Syakinah, Ibnu Hanif, dan Ismail Mubarak, "Analisis Konsep Kepemimpinan Dalam Organisasi Berdasarkan Ajaran Islam," *Al-Tarbiyah : Jurnal Ilmu Pendidikan Islam* 2, no. 1 (2024): 154, <https://doi.org/10.59059/al-tarbiyah.v2i1.744>.

<sup>4</sup> Yuliyani Syafitri, Herman Dema, dan Haeruddin Syarifuddin, "Analisis Gaya Kepemimpinan Kepala Desa Dalam Meningkatkan Disiplin Kerja: Kasus Desa Taulan Menggunakan Nvivo," *PAMARENDA : Public Administration and Government Journal* 4, no. 1 (1 Juli 2024): 29, <https://doi.org/10.52423/pamarenda.v4i1.12>.

<sup>5</sup> Tiara Amanda dan Syahrani, "Peran Kepala Desa Sebagai Motivator Dalam Meningkatkan Disiplin Kinerja Aparat Di Kantor Desa Takulat Kecamatan Kelua Kabupaten Tabalong," *JAPB* 7, no. 1 (4 Juni 2024): 904.

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Formulating these dreams begins with planning village development activities.<sup>6</sup> Through planning stages, the Head of Village can realize their dream of making the inclusive village.<sup>7</sup> An inclusive village is defined as a model of village governance that accommodates all the rights of the village community, including those of the poor and the marginalized people with disability.<sup>8</sup>

The term "marginalized" means that they are considered non-existent and their ideas or aspirations are not included in village activities.<sup>9</sup> Village activities consist of five clusters starting with village government. The next cluster is community development. The third cluster is community development coaching. The fourth cluster is community empowerment. The final cluster is disaster, emergency, and village urgent response.<sup>10</sup>

The aspirations of poor and disabled communities are usually not accommodated in village planning activities. The reason is that they are ashamed or unwilling to attend deliberation activities held by the Village Government and BPD.<sup>11</sup> Because they do not attend, their aspirations remain unfulfilled. Yet the deliberation activities organized by the village are the starting point for drafting village programs and activities.<sup>12</sup>

This is different from the goal of an inclusive village. An inclusive village is a model of the Village Government that always upholds togetherness and unity.<sup>13</sup> The hope that arises with an inclusive village is that the poor and disabled communities actively participate in every village activity.<sup>14</sup> In an inclusive village, all elements of the community are expected and encouraged to actively participate together in achieving the noble goals of the village. In an inclusive village, no community elements are sidelined or prioritized. All elements of the village community are expected to work together to plan and implement agreed-upon activities.<sup>15</sup>

The existence of an inclusive village aligns with the pillars of the Unitary State of the Republic of Indonesia. These pillars include *Bhinneka Tunggal Ika* and *Pancasila*.<sup>16</sup> *Bhinneka Tunggal Ika* means unity in diversity.<sup>17</sup> Meanwhile, the pillar in Pancasila is stated in the fifth principle, "Social Justice for All Indonesian People".<sup>18</sup> The concept of an inclusive village is also explicitly stated in the laws of the Republic of Indonesia Number 06 Year 2014 concerning Villages.<sup>19</sup> This law has been amended to become

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<sup>6</sup> Siti Puji Lestariningsih dan Endi Ramadhani, "Pemetaan Partisipatif Potensi Wisata Bantaran Sungai Sebagai Upaya Perencanaan Pembangunan Desa," *Prima Abdika: Jurnal Pengabdian Masyarakat* 4, no. 2 (1 Mei 2024): 238–40, <https://doi.org/10.37478/abdika.v4i2.3891>.

<sup>7</sup> Dhanny Septimawan Sutopo, "Menuju Desa Sejahtera (Welfare Village) : Pemberdayaan Pembangunan Pedesaan Melalui Perencanaan Ruang Partisipatif Berbasis Potensi Desa," *JURNAL EDUCATION AND DEVELOPMENT* 12, no. 2 (15 Mei 2024): 275, <https://doi.org/10.37081/ed.v12i2.5807>.

<sup>8</sup> Hening Nada, Nurhadi Nurhadi, dan Saifuddin Zuhri, "Pengaruh Motivasi Dalam Upaya Meningkatkan Produktivitas Kerja Penyandang Disabilitas Batik Ciprat KSM Sambung Roso Simbatan, Nguntoronadi, Magetan | JIIP - Jurnal Ilmiah Ilmu Pendidikan," Juni 2024, 5716–5717, <https://jiip.stkipyapisdampu.ac.id/jiip/index.php/JIIP/article/view/4531>.

<sup>9</sup> M. Rizki Yudha Prawira, "Problematika Yuridis Praktik Pro Bono oleh Advokat: Tantangan Mewujudkan Perluasan Akses terhadap Keadilan di Indonesia," *Forschungsforum Law Journal* 1, no. 02 (30 Mei 2024): 2.

<sup>10</sup> Oscar Yusuf Lapuimakuni dkk., "Analisis Pengelolaan Anggaran Pendapatan Belanja Desa (APBDes) di Desa Oben, Kecamatan Nekamese, Kabupaten Kupang," *Jurnal Keuangan dan Manajemen Akuntansi* 6, no. 3 (1 Juli 2024): 77–78, <https://journalpedia.com/1/index.php/jkma/article/view/2199>.

<sup>11</sup> Tri Pratiwi Olivia Riska Bokings, Sifaal Anwar, dan Mochamad Ilham Nurochman, "Tinjauan Atas Pengelolaan Dana Desa Pada Kantor Desa Sariwangi Kecamatan Parongpong," *Journal of Economics, Accounting, Tax, and Management (JECATAMA)* 3, no. 1 (30 Maret 2024): 53.

<sup>12</sup> Petrichia Evelyln Lollo dkk., "Pengelolaan Dana Desa Untuk Meningkatkan Kesejahteraan Masyarakat Di Desa Mata Air Kecamatan Kupang Tengah Kabupaten Kupang," *COMSERVA : Jurnal Penelitian Dan Pengabdian Masyarakat* 3, no. 09 (25 Januari 2024): 3698, <https://doi.org/10.59141/comserva.v3i09.1170>.

<sup>13</sup> Muhammad Fikri Agusman dan Luqman Hidayat, "Pemberdayaan Masyarakat Melalui Program RINDI (Rintisan Desa Inklusi) dalam Pemenuhan Hak Disabilitas," *EDUKATIF : JURNAL ILMU PENDIDIKAN* 5, no. 5 (31 Oktober 2023): 2152–53, <https://doi.org/10.31004/edukatif.v5i5.5675>.

<sup>14</sup> Ahmad Ihwanul Muttaqin, Muhammad Abdul Halim, dan Haidar Idris, "Partisipasi Perempuan Kepala Keluarga Dalam Menciptakan Inklusi Sosial Di Desa Pandansari Lumajang," *Khidmatuna : Jurnal Pengabdian Masyarakat* 3, no. 2 (15 Mei 2023): 173–74, <https://doi.org/10.54471/khidmatuna.v3i2.2952>.

<sup>15</sup> Wahyu Cahyo Agung dkk., "Peningkatan Keterampilan Teknologi Digital Bagi Masyarakat Inklusif Di Desa Argosari Melalui Pelatihan Canva," *Nanggro: Jurnal Pengabdian Cendikia* 2, no. 7 (24 Oktober 2023): 128, <https://doi.org/10.5281/zenodo.10036347>.

<sup>16</sup> Niken Sekar Restu Prasaja Niken dkk., "Bhinneka Tunggal Ika Pondasi Semangat Gotong Royong Bangsa," *Jurnal Pendidikan Transformatif* 2, no. 2 (3 Juni 2023): 173–75, <https://doi.org/10.9000/jpt.v2i2.444>.

<sup>17</sup> Imam Riyadi, Edo Arya Prabowo, dan Dzirkil Hakim, "Peran Bhinneka Tunggal Ika Dalam Keberagaman Adat Budaya Di Indonesia," *Jaksa : Jurnal Kajian Ilmu Hukum Dan Politik* 2, no. 3 (30 April 2024): 34–35, <https://doi.org/10.51903/jaksa.v2i3.1870>.

<sup>18</sup> Zainudin Hasan dkk., "Penerapan Nilai – Nilai Pancasila Dalam Pembentukan Peraturan Hukum Di Indonesia," *Perkara : Jurnal Ilmu Hukum Dan Politik* 2, no. 2 (25 April 2024): 144, <https://doi.org/10.51903/perkara.v2i2.1863>.

<sup>19</sup> Kementerian Sekretariat Negara Republik Indonesia, "UU No. 6 Tahun 2014," Database Peraturan | JDIH BPK, 15 Januari 2014, 1, <http://peraturan.bpk.go.id/Details/38582/uu-no-6-tahun-2014>.

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the Law of the Republic of Indonesia Number 03 Year 2024 concerning the Second Amendment to Law Number 6 Year 2014 concerning Villages.<sup>20</sup>

This law specifies that an inclusive village is a legal community unit with boundaries and authority to provide fair opportunities to all village communities. Providing fair opportunities means that the village community receives equal access to services.<sup>21</sup> In addition to receiving equal access to village services, all village communities are also given the opportunity to participate in village activities. They are given equal rights to monitor all development and empowerment activities carried out by the village.<sup>22</sup>

Exemplary education, in fulfilling the mandate according to the above legal rules was found in Sawangan Wetan Village, Patikraja District, Banyumas Regency, Central Java Province. Sawangan Wetan Village is led by Kuswanto as the Head of Village. Currently, Kuswanto serves as the Head of Village in the first period. The area of Sawangan Wetan Village is 579 hectares. Sawangan Wetan Village has 3 hamlets with 6 Neighborhood Units (RW) and 28 Household Units (RT). The population of Sawangan Wetan Village is 3,867 people, consisting of 1,977 males and 1,890 females.

The Sawangan Wetan Village Government, together with the BPD, strive to facilitate village communities to work together to achieve an inclusive village. This can be seen from various efforts made by the Head of Village and the BPD of Sawangan Wetan Village in creating forums to gather community aspirations. These forums are crucial as part of the village planning process. The activities involve all elements of the village community, from those with low to high education levels, from the poor to the wealthy, and from disabled to healthy individuals. Everyone is given the opportunity to contribute ideas and aspirations through community development and empowerment activities. Besides the village planning stage, efforts are also made during the implementation stage to reach out to the poor, disabled, and marginalized communities. Kuswanto, as the Head of Village, makes maximum efforts to set an example, encourage, and mobilize the community to always be harmonious and work together to realize an inclusive village that is friendly to all community elements.

The figure of the Head of Village as the leader of Sawangan Village has uniqueness and is considered as primary. It is considered primary because the culture surrounding Sawangan Wetan Village considers the leader as someone to be emulated. Being emulated means being an inspiration in terms of thought, attitude, and action. The exemplary behavior of the Head of Village in building the village community holds a significant position. The Head of Village's exemplary behavior is a key factor in facilitating and realizing an inclusive village that is friendly to all village communities.

## II. MATERIALS AND METHODS

This research was conducted in the form of qualitative research. The qualitative research was applied through a descriptive approach. The study follows the theory presented by Kirk and Miller. Kirk and Miller stated that qualitative research is a collection of sequences of analysis forms in the tradition of society based on social science, using observations of human behaviour.<sup>23</sup> These observations are encapsulated within the local context and the terminology used by the research subjects. In other words, this research is an effort to obtain meaning from events and phenomena that underlie an occurrence, which are then elaborated in numerical and verbal terms.<sup>24</sup>

The research was located in Sawangan Wetan Village, Patikraja District, Banyumas Regency, Central Java Province. The aim of this research was to describe the exemplary education implemented by Sawangan Wetan Village as an effort to realize inclusive village development. The author obtained data by exploring the meaning of events and phenomena occurring in Sawangan Wetan Village. The research was conducted from June 1, 2023, to June 1, 2024.

From June 1, 2023, to June 1, 2024, the author participated in all activities in Sawangan Wetan Village. Various interactions and data were obtained from village activity stakeholders. The author participated in village activities starting from the drafting of the Village Regulation (Perdes) on the Village Government Work Plan (RKPDes) for the Fiscal Year 2024, held from June 2023 to September 2023. The author also participated in the process of drafting the Village Regulation (Perdes) on the Village Budget

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<sup>20</sup> Kementerian Sekretariat Negara Republik Indonesia, "UU No. 3 Tahun 2024," Database Peraturan | JDIH BPK, 25 April 2024, 1, <http://peraturan.bpk.go.id/Details/283617/uu-no-3-tahun-2024>.

<sup>21</sup> Febrianto Hakeu dan Mohamad Steven Alim, "Partisipasi Masyarakat dalam Pencapaian SDGs melalui Peningkatan Kualitas Pelayanan Publik," *Mohuyula: Jurnal Pengabdian Kepada Masyarakat* 3, no. 1 (30 Juni 2024): 1–2, <https://doi.org/10.31314/mohuyula.3.1.1-9.2024>.

<sup>22</sup> Eka Mistiko Rini dkk., "Penerapan Aplikasi Monitoring Kegiatan Desa dalam Upaya Pengendalian Ketercapaian Tujuan pada Penyelenggaraan Pemerintahan serta Publikasi Kegiatan di Desa Pendarungan, Kecamatan Kabat," *JPP IPTEK (Jurnal Pengabdian dan Penerapan IPTEK)* 8, no. 1 (31 Mei 2024): 48–49, <https://doi.org/10.31284/j.jpp-iptek.2024.v8i1.5275>.

<sup>23</sup> Ira Wahyuni br Tarigan dkk., "Pendidikan Inklusif Dalam Perspektif Al-Qur'an," *Jurnal Pendidikan Tambusai* 8, no. 1 (14 Januari 2024): 2625, <https://doi.org/10.31004/jptam.v8i1.12783>.

<sup>24</sup> Faizatul Qolbiyah dkk., "Persepsi Masyarakat Terhadap Pendidikan Agama Islam Di Desa Karangjati Kecamatan Pandaan Pasuruan," *Risalah, Jurnal Pendidikan Dan Studi Islam* 10, no. 2 (25 Juni 2024): 968, [https://doi.org/10.31943/jurnal\\_risalah.v10i2.1352](https://doi.org/10.31943/jurnal_risalah.v10i2.1352).

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(APBDes) for Sawangan Wetan Fiscal Year 2024, which began from October 2023 to December 2023. This APBDes regulation is a follow-up to the RKPDes regulation prepared earlier.

The author also participated in activities of the Village Government with the Village Deliberation Agency (BPD) of Sawangan Wetan from January 2024 to March 2024. In January 2024 to March 2024, the Village Government compiled and reported activities conducted in the previous year. After participating in village reporting activities through village meetings, from January 2024 to June 2024, the author followed the series of village activities as outlined and recorded in the Village Regulation (Perdes) on the Village Government Work Plan (RKPDes) for Fiscal Year 2024 and the Village Regulation (Perdes) on the Village Budget (APBDes) for Sawangan Wetan Fiscal Year 2024.

The data needed for information regarding the exemplary education implemented by Sawangan Wetan Village to achieve inclusive village development came from primary and secondary sources. Primary data were obtained from observations and interviews with the Sawangan Wetan Village Government. In addition to interviews with the Village Government, interviews were also conducted with the Village Deliberation Agency (BPD) of Sawangan Wetan and representatives of the village community. The primary data sources also included interviews with stakeholders at the Patikraja District level, who coordinate all villages in the Patikraja region. Secondary data were obtained from literature and scientific publications regarding Sawangan Wetan Village. Data collection techniques included observation, documentation, and interviews.

### III. RESULTS AND DISCUSSIONS

The exemplary education in Sawangan Wetan Village towards achieving an inclusive village begins with the initiative of the Head of Village. Kuswanto, the Head of Village of Sawangan Wetan, initiated a series of activities to realize an inclusive village by involving all elements of the village community. All elements of the village community are encouraged to participate in the process of village development and community empowerment. Kuswanto's slogan in the process of village development and community empowerment is, "*Ayuh bareng-bareng nggo mbangun desa dan nyejahterakna masyarakat desa. Aja ngasi ana sing keliwat.*" This slogan is interpreted as, "Let's work together to build the village and improve the welfare of the village community. Let's not leave anyone behind." Kuswanto's activities in implementing exemplary education to achieve an inclusive village in Sawangan Wetan Village include;

#### A. *Implementation of Women-Only's Village Assembly (MDKP) in Sawangan Wetan*

The Women-Only's Village Assembly (MDKP) is a meeting organized by the Village Deliberation Agency (BPD) of Sawangan Wetan to gather aspirations from women residing in the village. The MDKP is led by Eni Septianingrum, the only female member of the BPD. MDKP Sawangan Wetan is attended by women from various backgrounds and professions, including female members of the BPD, village facilitators, religious figures, educators, recipients of government aid for the impoverished, female traders, among others. The purpose of MDKP is to channel the ideas from women, such as solutions and innovations, to address issues of village development and community empowerment in Sawangan Wetan, and integrate them into the village development planning stage.

MDKP Sawangan Wetan is a deliberation facilitated by the Head of Village. It typically takes place between July and September each year. MDKP is necessary due to the limited space or platforms available to explore and express women's aspirations in the village. The majority of existing deliberative platforms in the village tend to cater more to men's aspirations. Common male-driven aspirations in such forums include village road construction, irrigation projects, embankment constructions, all of which are infrastructure-focused and visually tangible needs.

In contrast, the proposals put forward by women in MDKP Sawangan Wetan differ significantly. MDKP serves as a balancing mechanism against traditional village assemblies dominated by men. During general village assemblies, women often tend to be passive and reluctant to voice their ideas or proposals. Through MDKP Sawangan Wetan, it is hoped that women's proposals can find proper representation. These proposals cover diverse fields such as enhancing family economic quality, support for Micro, Small, and Medium Enterprises (MSMEs), and welfare initiatives such as aid for elderly and impoverished villagers, etc.

The accomplishment of MDKP Sawangan Wetan is driven by the need to recognize and channel women's ideas and aspirations. The quality of proposals and ideas put forward is outstanding. The ideas and aspirations discussed in MDKP Sawangan Wetan often encompass various aspects of family life, including impoverished families and families with special needs. Enhancing the economic quality of village communities also emerges as a central theme in MDKP Sawangan Wetan.

Kuswanto creates MDKP Sawangan Wetan as a platform for village women to express long-suppressed aspirations. These aspirations are subsequently taken to village assemblies and village development planning forums to be reviewed and incorporated into the village's priority activities. Once designated as village priorities, these activities are budgeted in the Village Revenue and Expenditure Budget (APBDes) of Sawangan Wetan.

Once the APBDes is finalized, the Head of Village directly oversees the implementation schedule. Assistance in implementing APBDes activities comes from department heads and section heads as part of the Village Government. The Head of Village of Sawangan Wetan supports the entire process of MDKP Sawangan Wetan from conceptualization, preparation, facilitation, to inclusion in the APBDes of Sawangan Wetan. Kuswanto firmly believes that MDKP Sawangan Wetan serves as a tool for the Head

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of Village to identify village development ideas, which are then realized through village activities. Therefore, Kuswanto consistently supports and communicates plans for organizing MDKP Sawangan Wetan to the village community as part of efforts to achieve an inclusive village. On the other hand, the role of the Head of Village in organizing MDKP Sawangan Wetan is that of a nurturer striving to develop women's potential in achieving an inclusive village.

### ***B. Enforcement of Village Stunting Prevention Deliberation (RKD) in Sawangan Wetan***

Village Stunting Prevention Deliberation (RKD) in Sawangan Wetan is a communication platform organized by the Village Government to explore ideas and aspirations from community elements related to the theme of health prevention and management in the village. The major theme of health prevention and management in RKD Sawangan Wetan is related to stunting. Stunting is a disorder of child growth and development caused by chronic malnutrition and repeated infections.

Signs that a child is experiencing stunting include having a height below the average standard and having metabolic disorders in adulthood. Considering the importance of efforts to prevent and manage this issue, RKD Sawangan Wetan is necessary to be organized. Community elements participating in RKD include the Head of Village, Village Deliberation Agency (BPD), Village Facilitators, health cadres in the village, educational figures from kindergarten (TK), and early childhood education (PAUD) institutions, etc.

All community elements who are concerned with health in the village participate in RKD Sawangan Wetan. RKD Sawangan Wetan is part of the village's development planning and empowerment process. RKD Sawangan Wetan is conducted between July and September each year. Through RKD Sawangan Wetan, village health activities are categorized and prioritized. These prioritized activities are then included in the village's next year's Village Budget Allocation (APBDes). The Head of Village serves as a facilitator, a protector, and a guide in emphasizing the importance of health prevention and management in the village.

The Head of Village positions himself as a facilitator of RKD Sawangan Wetan because they are responsible for safeguarding children and the younger generation's health. They are the current generation's regeneration. One effort to ensure children's health is maintained by ensuring adequate nutrition, administering immunizations for early protection, and facilitating integrated service posts for village children. The Head of Village, as a facilitator of RKD Sawangan Wetan, embodies exemplary leadership as a guide and supervisor of activities.

The Head of Village provides guidance and support to health cadres in organizing RKD Sawangan Wetan. Follow-up actions from RKD Sawangan Wetan aim to have proposed activities included in the next year's village funding package. This is in line with the Head of Village's mandate to use Village Funds for health prevention and management in the village. Here, the Head of Village plays a role in mobilizing all stakeholders in the village to work together and channel health aspirations through RKD Sawangan Wetan.

Participants of the deliberations are expected to implement eight actions in stunting prevention and management. These actions begin with analyzing the stunting situation in the village, followed by formulating activity plans by health-conscious village cadres and community members. Once the activity plans are drafted, the next step is the implementation of RKD Sawangan Wetan. The final outcome of RKD implementation is the selection of community proposals as solutions to the stunting problem in the village. These solutions are then aligned with existing regulations to secure funding for their implementation. During implementation, elements involved in stunting prevention and management undergo coaching. Following coaching and resolution of stunting issues, the next steps involve data collection, measurement of target coverage, and work review. Work review serves as an assessment and discovery of solutions in implementing RKD Sawangan Wetan.

The Head of Village monitors every action in stunting prevention and management in the village. The Head of Village strives to set an example for every village element to actively participate in addressing stunting, considering the diversity of Sawangan Wetan Village residents. Based on this diversity, efforts to realize an inclusive village become a shared responsibility led by Kuswanto as the Head of Village.

### ***C. Enforcement of Village Consultation Meeting (Musdus) in Sawangan Wetan Village***

The village consultation meeting (musdus) serves as a tool used by the Village Government to explore the aspirations of the community in the hamlet areas within Sawangan Wetan Village. There are three hamlets within Sawangan Wetan Village. Participants in musdus include the head of Neighborhood Association, head of Lane Association, village cadres, women leaders, and impoverished members of the community. Musdus is organized as part of the village planning process. Its purpose is to gather the aspirations of the villagers. Musdus also serves as a pre-implementation activity for village consultations and the planning of village development related to the Village Government Work Plan (RKPDDes) of Sawangan Wetan.

Various issues and themes are discussed during musdus activities. These include infrastructure needs, economic improvement, and others. The discussions in Sawangan Wetan Village's musdus tend to focus more on infrastructure issues. There are fewer proposals addressing economic trends, security, and daily community activities, reflecting the predominantly male composition of the participants. Prior to organizing musdus activities, the Head of Village first convenes internal meetings with Village Officials and community representatives.

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The internal meeting discusses preparations for conducting musdus in Sawangan Wetan Village, including checking venue readiness, estimating participant numbers, planning discussion topics, and more. The Head of Village provides detailed guidance and examples for each stage, aiming for smooth proceedings and maximum community involvement. Once all preparations are in place, musdus in Sawangan Wetan Village is ready to commence. The head of each hamlet leads the organization of musdus activities, overseeing the detailed tasks previously outlined in the internal meeting by the Head of Village. All participants in musdus have the right to express their ideas and aspirations. Participants range from village elite to representatives of impoverished and disabled community members.

The timing of musdus activities in Sawangan Wetan Village is tailored to the participants' availability, crucially ensuring that the ultimate goal of fully absorbing community aspirations is achieved. To realize this, the Head of Village pays particular attention to ensuring the objectives of musdus are met.

Proposals originating from musdus in Sawangan Wetan Village, following village consultations and development planning meetings, are incorporated into the RKPDes of Sawangan Wetan Village. Based on the RKPDes, the Village Government then formulates the Village Budget (APBDes), under the supervision and guidance of the Head of Village. Thus, the process of village inclusivity begins with internal meetings, pre-musdus activities, musdus implementation in Sawangan Wetan Village, and continues through budgeting in APBDes and subsequent activities.

### ***D. Provision of Assistance for Poor Students in Sawangan Wetan Village***

The provision of assistance for poor students in Sawangan Wetan Village is the implementation of a policy resulting from the development of the Village Mid-Term Development Plan (RKPDes) in Sawangan Wetan during the planning phase. The assistance to poor students in Sawangan Wetan Village is provided by the Head of Village annually. Every year, poor students attending schools in Sawangan Wetan Village receive assistance from the Village Government. The forms of assistance received by these poor students include school bags, school shoes, stationery, school uniforms, and other necessities. The Village Government provides this assistance considering the presence of residents in Sawangan Wetan Village who have limited economic conditions.

In the process of providing assistance to poor students, the Head of Village, along with the Village Government, Village Deliberation Agency (BPD), Village Facilitator, and teacher representatives hold meetings together. The discussions focus on establishing criteria for identifying poor students eligible for assistance. Once the criteria for identifying poor students as beneficiaries are established, the Head of Village instructs the Village Chief to assess residents who are considered less capable. Concurrently, the Head of Village requests data from attending teacher representatives, which includes a list of poor students enrolled in educational institutions.

After the Hamlet Chief completes the tasks assigned by the Head of Village, the gathered data is then cross-referenced with the data provided by teacher representatives. Based on this data, the meeting participants proceed to identify students who meet the criteria as poor and deserving of assistance. Once the data matching process is completed and clarity is achieved, the data on poor students is then formalized using the Head of Village's Regulation on the List of Recipients of Assistance for Poor Students.

Once the Regulation of the Head of Village is finalized, the planning for the implementation of assistance for poor students begins. This planning covers the arrangement of events, location of assistance distribution, etc. The Head of Village oversees the implementation of the policy that has been formulated. The exemplary leadership of the Head of Village is evident in the efforts to formulate and implement assistance for poor students in Sawangan Wetan Village. The Head of Village mobilizes all elements of the village community to care about the education of poor students as part of creating an inclusive village.

### ***E. Maintenance of Cash For Work Activities (PTKD) in Sawangan Wetan Village***

Cash for Work Activities (PKTD) in Sawangan Wetan Village is an initiative funded by the Village Fund. The PKTD activities in Sawangan Wetan Village encompass various forms, including the construction of village roads, road cleaning, and opening connecting roads between villages. Participants in the PKTD activities are impoverished and marginalized members of the Sawangan Wetan Village community.

PKTD in Sawangan Wetan Village has a policy that ensures at least 50% of the total activity budget is allocated to labor wages. The implementation of PKTD in Sawangan Wetan Village has been ongoing since the Village Fund policy was adopted. Every year, Sawangan Wetan Village budgets for at least one PKTD project. This is because PKTD is used to create job opportunities and reduce poverty within the village, with the additional hope of improving the welfare of poor families in Sawangan Wetan Village.

The implementation of PKTD in Sawangan Wetan Village is directly led by Kuswanto, the Head of Village. In his community involvement, Kuswanto emphasizes setting an example through personal leadership. During PKTD activities in Sawangan Wetan Village, Kuswanto always arrives early, oversees the activities, and stays late.

For instance, in the opening of a connecting road between Sawangan Wetan Village, Patikraja District, Banyumas Regency, Central Java Province, and Karangendep Village, Patikraja District, Banyumas Regency, Central Java Province, using the PKTD development pattern, Kuswanto, as Head of Village, leads the preparation and implementation meetings. During these preparation meetings, Kuswanto instructs the sub-village chiefs within the Sawangan Wetan PKTD area to gather information regarding the land and its surrounding environment. This information includes geographical conditions, community conditions, and more.

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Detailed gathering and presentation of such information during meetings are crucial to promptly address any emerging issues and anticipate potential challenges.

In addition to the hamlet chiefs' presentation of land and environmental information, the meetings also discuss the start time of the work, suppliers of materials, and the laborers involved in PKTD in Sawangan Wetan Village. Regarding the start time of the work, the Head of Village discusses this with the attendees of the meeting. The discussions highlight the importance of ensuring that road construction activities do not coincide with the rainy season or the harvesting period of the community. This is to ensure smooth progress of the activities and maximum absorption of unemployed labor.

Efforts are made to source materials for the connecting road construction from within Sawangan Wetan Village itself. This aims to open up economic opportunities locally, as money spent on material suppliers is expected to circulate within the Sawangan Wetan Village community.

Regarding potential laborers, the Head of Village directs that they should primarily come from the impoverished segment of the local sub-village. If there is a shortage of laborers, candidates from other sub-villages within Sawangan Wetan Village are considered. The noble goal behind this direction is to ensure that the wages received by the laborers contribute to improving the welfare of the communities surrounding the connecting road construction location.

Given the Head of Village's dedication to realizing an inclusive village, he actively participates in the PKTD activities in Sawangan Wetan Village. Kuswanto seeks to convey that the Village Government is present to assist impoverished and marginalized communities within the village. One of the ways the Village Government manifests this presence is through PKTD in Sawangan Wetan Village. The principles of exemplary leadership are applied in every development initiative and community empowerment effort in Sawangan Wetan Village.

### ***F. Direct Cash Assistance of Village Funds (BLT-DD) in Sawangan Wetan***

Direct Cash Assistance from Village Funds, or BLT-DD in Sawangan Wetan, is a program by the village government to provide cash assistance to beneficiary families (KPM) in Sawangan Wetan Village. Each beneficiary family receives Rp. 300,000 (three hundred thousand Rupiah) per month. This cash aid is given to families deemed eligible and meeting specific criteria.

The criteria for BLT-DD beneficiaries in Sawangan Wetan include being categorized as poor households, not receiving benefits from the Family Hope Program (PKH) or Non-Cash Food Assistance (BPNT) from the government, and currently not having employment or a stable livelihood. Additionally, beneficiary families often have members vulnerable to chronic illnesses. Selection of BLT-DD beneficiaries is determined through special village deliberations organized by the Village Consultative Board (BPD).

Before these deliberations, the Head of Village of Sawangan Wetan, together with the BPD and village officials, holds internal meetings. During these meetings, the Head of Village instructs the Sub-District Heads to identify residents in their areas who meet the BLT-DD criteria. The gathered data is then reviewed by the BPD. Once the data is finalized, the BPD, along with the Village Government, proceeds to discuss and finalize the list of BLT-DD beneficiaries during the special village deliberations.

Following the village deliberations, the Village Government then creates a Head of Village Regulation (Perkades) regarding BLT-DD beneficiaries in Sawangan Wetan, which serves as the basis for disbursing the BLT-DD funds to the community. The number of BLT-DD beneficiaries varies each year based on government policies and target criteria. For instance, in 2022, there were 151 beneficiary families, compared to 63 families in 2021. The numbers differ for 2023 and 2024, with 38 and 25 beneficiary families respectively.

Here, the Head of Village sets an example for the community and village officials. By initiating the BLT-DD program, the Head of Village demonstrates Sawangan Wetan's commitment to not overlook its impoverished residents, those without livelihoods, ineligible for PKH or BPNT, and those with vulnerable family members facing chronic illnesses. Kuswanto, as the Head of Village of Sawangan Wetan, empathizes with and actively supports the BLT-DD initiative. The noble goal is to ensure that all residents of Sawangan Wetan experience an inclusive village where the Village Government strives to make a positive impact.

### ***G. Provision of Health Assistance for Poor Elderly Community in Sawangan Wetan Village***

The activity of providing health assistance to poor elderly community members is carried out by the Head of Village for the residents of Sawangan Wetan area. This assistance is provided as an effort by the Village Government to be present among the needy community members. The intention behind this assistance is to set an example so that all elements of the village community develop the same empathy towards their fellow residents of Sawangan Wetan Village.

The form of assistance provided to the poor elderly community members includes financial aid for transportation to health services. This initiative is part of Kuswanto's program as the Head of Village, aimed at educating all elements of the community to care for their neighbors and fellow human beings. Unlike the Integrated Health Post (Posyandu) program regularly held for elderly residents, this particular program targets poor elderly villagers who possess the Indonesian Health Card (KIS) but lack funds for transportation to related health services.

For instance, someone may have a chronic illness and KIS that requires regular medication from the local General Hospital for continuous health maintenance. Despite having the KIS, many individuals lack the funds for travel to the nearest hospital. Thus, Kuswanto initiated this program to assist poor elderly individuals with illnesses and KIS who cannot afford transportation costs.

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Such cases are not isolated incidents in Sawangan Wetan Village; they occur in every hamlet within the village's jurisdiction. As the Head of Village has the authority to utilize Operational Funds from the Village Government, amounting to 3% of the total annual Village Fund, he utilizes this opportunity to fund these issues. The hope is that through providing health assistance to poor elderly community members, the residents of Sawangan Wetan Village can receive much-needed support. Additionally, it is hoped that through the implementation of these activities, the exemplary process initiated consciously and systematically by the Head of Village can uplift and foster a sense of fraternity in Sawangan Wetan Village. With ongoing education in exemplary behavior, there is great hope for Sawangan Wetan Village to stand firm as an inclusive village in community development and empowerment activities.

### *H. Climbing Towards the Path of Nobility: A Concept of Exemplary Leadership towards an Inclusive Village*

Climbing towards the path of nobility is an analogy for the application of exemplary leadership in Sawangan Wetan Village, Patikraja District, Banyumas Regency. This ascent symbolizes the combination of structure and strategic changes implemented by the Village Chief of Sawangan Wetan to achieve inclusivity. Inclusive village here signifies a community-friendly environment where all elements of society are invited to actively participate in village development and empowerment activities.

Referred to as climbing towards the path of nobility, this journey's ultimate goal is the equal distribution of rights among all village residents. Similar to a climbing expedition, there is a leader providing direction and team members working on their respective tasks. They complement each other, much like Sawangan Wetan Village in realizing inclusivity. In achieving inclusivity, the Village Chief acts as the helmsman, providing exemplary guidance and direction to the entire team composed of Village Officials, Village Consultative Body (BPD), and community leaders.

Similar to climbing activities, this endeavor requires thorough preparation to optimize journey execution. Similarly, in the journey towards achieving an inclusive village, meticulous planning with well-organized task allocation is necessary for efficient task implementation and optimal evaluation phases. All these are needed continuously as part of a professional journey governance structure. The leader of this journey assumes responsibility for preparation, execution, and evaluation.

Leadership is necessary to provide direction, decisions, and expectations to the entire team. In this context, the Village Chief, as an exemplary leader, mobilizes all community elements to achieve an inclusive village. This movement includes planning stages as the initial phase, implementation stages, and evaluation stages.

In the analogy of climbing towards the path of nobility, the Village Chief formulates stakeholders who will collaborate to realize an inclusive village. These stakeholders, such as Village Officials, Village Consultative Body (BPD), and village figures, are selected and assigned tasks according to their roles to achieve collective tasks.

Once all stakeholders are assigned tasks and roles, the Village Chief initiates the beginning of the ascent towards the path of nobility. This initiation starts with village planning stages. The village planning phase involves gathering aspirations to organize community development and empowerment activities. This planning phase begins with the smallest village deliberation aimed at soliciting community aspirations. After aspirations are collected, the team sorts and selects priority activities for the village. These activities are then funded for implementation during the activity implementation phase.

During the activity implementation phase, the Village Chief leads the team to realize the activities planned during the planning phase. These activities are intended to serve as infrastructure supporting the creation of an inclusive village. Typically, the implementation process, akin to journeying, encounters challenges. These challenges, analogously described as resistance arising from policy implementation, are part of the dynamic process of change within the village towards achieving inclusivity.

In facing these challenges, the Village Chief assigns tasks and maintains active communication with village elements such as Village Officials, BPD, and village figures. The objective of such active communication is to find solutions to existing challenges. These solutions are expected to equip the team to continue the journey towards achieving an inclusive village.

The resolution of these challenges occurs during the evaluation phase. The Village Chief regularly conducts evaluations with the team. All members communicate and contribute to finding breakthroughs to address emerging issues as part of policy implementation. Evaluating policy implementation is akin to a team discussion in determining the path to be taken in climbing towards the path of nobility.

Based on the above portrayal, it is concluded that every movement requires an initiator who initiates the journey. This initiator subsequently sets an example for each movement. The initiator must be able to lead and allocate tasks to all elements of society.

This initiator is the Village Chief, the highest leader in the village. The Village Chief plays an active role in communicating exemplary behavior to all elements under their leadership. All actions are aimed at achieving predetermined goals. This represents the common thread in the effort to climb towards the path of nobility, as analogized by Sawangan Wetan Village, Patikraja District, Banyumas Regency, in exemplary leadership to achieve an inclusive village.

## CONCLUSION

The conclusion of this writing is that exemplary education in achieving an inclusive village in Sawangan Wetan Village is carried out by setting an example for the surrounding community. This exemplary behavior must start from the highest leadership, referred to as the Head of Village. Through the exemplary conduct of the Head of Village in thinking, every step of behavior, and the attitudes



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and actions taken, subsequently the Village Deliberation Agency (BPD), Village Apparatus, and community elements imitate and are inspired to do the same good deeds towards the realization of optimal village development and empowerment of the community.

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