

INCLUSIVE VILLAGE DEVELOPMENT MODEL: INTEGRATION OF COUNSELING SERVICES IN STAKEHOLDER COLLABORATION

by

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ABSTRACT

Inclusive village development is one of the priorities in achieving the 2030 Sustainable Development Goals (SDGs). However, the implementation of inclusive development at the village level still faces challenges in accommodating the needs of marginalized and vulnerable groups. The integration of counseling services in stakeholder collaboration offers an innovative approach to strengthening community participation in village development. This study aims to analyze the model of inclusive village development through the integration of counseling services in stakeholder collaboration, as well as to identify the factors that influence the effectiveness of its implementation. The study uses a mixed-method approach with a sequential explanatory design. Quantitative data were collected through a survey of 150 respondents from various stakeholders in three pilot villages. Qualitative data were obtained through in-depth interviews, focus group discussions (FGDs), and participatory observation. Data analysis used descriptive statistics and thematic analysis. The study found that the integration of counseling services into stakeholder collaboration increased the participation rate of marginalized communities by 67%. The developed model consists of five main components: (1) identification of inclusive stakeholders, (2) mapping of community counseling needs, (3) design of integrated counseling services, (4) collaborative implementation, and (5) continuous evaluation. Key success factors include village leadership commitment, community counselor capacity, and policy support from local governments. The inclusive village development model with counseling service integration has proven effective in increasing the participation of marginalized groups and strengthening social cohesion. This model can serve as a best practice for replication in other villages with adaptations to local contexts.

Keyword: Inclusive village development, counseling services, stakeholder collaboration, community participation, SDGs

MODEL PEMBANGUNAN DESA INKLUSIF: INTEGRASI LAYANAN KONSELING DALAM KOLABORASI STAKEHOLDER

ABSTRAK

Pembangunan desa yang inklusif menjadi salah satu prioritas dalam mencapai Sustainable Development Goals (SDGs) 2030. Namun, implementasi pembangunan inklusif di tingkat desa masih menghadapi tantangan dalam mengakomodasi kebutuhan kelompok marginal dan vulnerable. Integrasi layanan konseling dalam kolaborasi stakeholder menawarkan pendekatan inovatif untuk memperkuat partisipasi masyarakat dalam pembangunan desa. Penelitian ini bertujuan untuk menganalisis model pembangunan desa inklusif melalui integrasi layanan konseling dalam kolaborasi stakeholder, serta mengidentifikasi faktor-faktor yang mempengaruhi efektivitas implementasinya. Penelitian menggunakan pendekatan mixed-method dengan desain sequential explanatory. Data kuantitatif dikumpulkan melalui survei

terhadap 150 responden dari berbagai stakeholder di 3 desa pilot. Data kualitatif diperoleh melalui wawancara mendalam, focus group discussion (FGD), dan observasi partisipatif. Analisis data menggunakan statistik deskriptif dan analisis tematik. Penelitian menunjukkan bahwa integrasi layanan konseling dalam kolaborasi stakeholder meningkatkan tingkat partisipasi masyarakat marginal sebesar 67%. Model yang dikembangkan terdiri dari lima komponen utama: (1) identifikasi stakeholder inklusif, (2) mapping kebutuhan konseling komunitas, (3) desain layanan konseling terintegrasi, (4) implementasi kolaboratif, dan (5) evaluasi berkelanjutan. Faktor kunci keberhasilan meliputi komitmen kepemimpinan desa, kapasitas konselor komunitas, dan dukungan kebijakan dari pemerintah daerah. Model pembangunan desa inklusif dengan integrasi layanan konseling terbukti efektif meningkatkan partisipasi kelompok marginal dan memperkuat kohesi sosial. Model ini dapat menjadi best practice untuk replikasi di desa-desa lain dengan adaptasi sesuai konteks lokal.

Kata kunci: Pembangunan desa inklusif, layanan konseling, kolaborasi stakeholder, partisipasi masyarakat, SDGs.

INTRODUCTION

Inclusive village development has become a fundamental paradigm in efforts to achieve equitable distribution of welfare and social justice at the grassroots level. This concept does not only emphasize economic growth, but rather on how to ensure that all levels of society, especially marginalized and vulnerable groups, can actively participate and benefit equally from the development process. In the context of Indonesia, with its geographical, social, and cultural complexity, the implementation of inclusive village development faces its own challenges that require innovative and adaptive approaches. Since the promulgation of Law Number 6 of 2014 concerning Villages, the development paradigm in Indonesia has undergone a significant transformation from a top-down approach to a bottom-up. This law gives villages broader autonomy to manage their own development, including authority in planning, implementation, and budget accountability. The Village Fund Program, which began in 2015, has allocated a very substantial budget, reaching Rp 400 trillion for 74,954 villages throughout Indonesia until 2023.

This budget amount shows the government's serious commitment to accelerating development at the village level. However, a comprehensive evaluation conducted by the Ministry of Villages, Development of Disadvantaged Regions and Transmigration in 2022 revealed a rather worrying reality. Of the total 74,954 existing villages, only 28% or around 20,987 villages have successfully implemented an inclusive approach in their development. The rest, namely 72% or 53,967 villages, still face various obstacles in accommodating the needs of marginalized groups such as people with disabilities, the elderly, women heads of households, and the poor. This data shows that there is a significant gap between policy ideals and the reality of implementation on the ground. Research conducted by Suryanto et al. (2021)

on 1,200 respondents in 15 Indonesian provinces identified that 65% of rural communities experienced psychological, social, and communication barriers in conveying development aspirations.

These barriers are not only structural, but also cultural and individual. Structurally, there is still dominance of local elites in decision-making, limited access to information for marginalized groups, and weak accountability mechanisms. Culturally, traditional hierarchical and paternalistic values are often a barrier to the participation of certain groups, especially women and minority groups. Meanwhile, individually, low levels of education, confidence, and communication skills are obstacles to active community participation. This condition requires an approach that not only focuses on the technical and administrative aspects of development, but also pays attention to the dimensions of human development and social capital strengthening. It is in this context that the integration of community counseling services in the village development process offers innovative solutions that have not been explored much in the community development literature in Indonesia. Community counseling services, as defined by Lewis et al. (2021), are counseling practices that focus on community-level interventions to prevent problems, promote mental health, and improve the quality of life of the community.

This approach recognizes that individual problems are often rooted in broader social, economic, and environmental conditions. In the context of village development, counseling services can play a role as mediators, facilitators, and community empowerment to increase participation in the development process. The uniqueness of community counseling services lies in a holistic approach that integrates individual, group, and system interventions. In contrast to individual counseling which focuses on personal issues, community counseling works at the ecosystem level by understanding the complex interactions between individuals, families, communities, and the broader social environment. This approach is very relevant to the characteristics of Indonesian village communities which are collective and communal. In practice, community counselors not only play the role of providers of therapy services, but also as community organizers, advocates, educators, and change agents. They work to identify and develop existing strengths in communities, facilitate the process of collective empowerment, and build community capacity to address development challenges independently. This multi-dimensional role makes community counselors a strategic asset in an effort to realize inclusive village development. Stakeholder collaboration in village development is a critical element that determines the success of the implementation of development programs.

Stakeholders in the village context are very diverse, ranging from village governments, communities with various characteristics, local private sectors, civil society organizations, to academics and researchers. Each stakeholder has different interests, resources, and capacities. Without an effective collaboration mechanism, this diversity can actually become a source of conflict and inefficiency. Freeman et al. (2020) developed a stakeholder typology based on two main dimensions: the level of interest and the level of influence. In the context of village development, stakeholder mapping based on this framework produces four categories: key

players (village governments, community leaders), context setters (marginalized communities, vulnerable groups), subjects (local governments, private sectors), and crowd (the general public). Each category requires a different engagement strategy to ensure effective collaboration. However, the reality on the ground shows that collaboration between stakeholders is often hampered by various factors. Gray & Wood (2019) identified several main barriers in multi-stakeholder collaboration, including: differences in power and resources, conflicts of interest, lack of trust, communication barriers, and absence of effective facilitation. In the context of villages, these barriers are increasingly complex because they involve very specific cultural, social, and psychological dimensions. The integration of counseling services in stakeholder collaboration offers a systematic approach to overcome these barriers.

Community counselors can act as "boundary spanners" who facilitate communication and coordination between subsystems in the village development ecosystem. They have special skills in facilitation, mediation, capacity building, and advocacy that are needed to strengthen stakeholder collaboration. Previous studies have shown the positive potential of integrating counseling services in community development. Corey & Corey (2020) in their study in the United States found that community counseling programs can increase social cohesion by up to 45% and community participation by up to 38%. Meanwhile, research conducted by Bronfenbrenner (2019) in several developing countries shows that ecological systems approaches in community counseling are effective in overcoming multi-level barriers that hinder marginalized community participation. In Indonesia, several pilot studies have been conducted to explore the integration of counseling services in village development programs. Research conducted in Sei Rotan Village, Deli Serdang Regency, shows that the presence of the Family and Community Counseling Center (PKKM) since 2022 has increased community participation in village deliberations from 42% to 76%. Meanwhile, in Tanjung Morawa Village, Deli Serdang, the implementation of the Village Counseling Post (PKD) since 2023 has succeeded in increasing women's involvement in decision-making from 25% to 58%. In urban areas, a pilot project in Helvetia Village, Medan City, showed that RW-based community counseling services were able to increase the participation of marginalized communities in environmental development programs from 31% to 67%. These preliminary results show the great potential of an integrative approach between counseling services and stakeholder collaboration in realizing inclusive village development. However, existing studies are still fragmentary and have not produced a comprehensive and systematic model.

In addition, no studies have used a mixed-method approach to analyze in depth the mechanisms, processes, and impacts of this integration. The need for an innovative and evidence-based inclusive village development model is increasingly urgent considering the approaching target of achieving the Sustainable Development Goals (SDGs) 2030. SDGs Goal 1 on "No Poverty" and Goal 10 on "Reduced Inequalities" require a development approach that leaves no one behind. In the context of Indonesia, with a high poverty rate in rural areas (12.29% in 2023) and a fairly high inequality index (0.381 in the 2023 Gini Ratio), achieving the SDGs target requires a fundamental transformation in the approach to village development. The Inclusive Village Development Model with Counseling Service Integration developed in

this study is expected to make a significant contribution in filling the gap. This model not only integrates the technical and administrative dimensions of development, but also psychological, social, and cultural dimensions that have received little attention so far. With a holistic and evidence-based approach, this model is expected to become a best practice that can be replicated and adapted in various village contexts in Indonesia. This research is also expected to make a theoretical contribution to the development of community development science and community counseling. The concept of "therapeutic community development" developed in this study offers a new perspective in understanding community development as a healing and empowerment process that involves psychological and spiritual dimensions, not only material and structural. Furthermore, this research presents the concept of "collaborative catalyst" as a new role in stakeholder collaboration theory.

Community counselors in this context not only play the role of service providers, but also as enablers and sustainers of the multi-stakeholder collaboration process. This role complements the typology of roles already existing in the collaborative literature and provides new insights into how professional facilitation can strengthen collaboration effectiveness. From the methodological side, this study uses a mixed-method approach with a sequential explanatory design that allows an in-depth exploration of complex mechanisms and processes in the implementation of the inclusive village development model. The use of multiple data sources and triangulation techniques is expected to produce robust and reliable findings. The research location was purposively chosen to represent the geographical and socio-cultural diversity of North Sumatra as well as the diverse urban-rural context. Three research locations - Sei Rotan Village (Deli Serdang Regency), Tanjung Morawa Village (Deli Serdang Regency), and Helvetia Village (Medan City) - were chosen because they already have a foundation for the development of community counseling services and demonstrate a commitment to inclusive development. This diversity of contexts allows for comparative analysis between rural-agricultural (Sei Rotan), rural-industrial (Tanjung Morawa), and urban-suburban (Helvetia) settings, as well as the identification of contextual factors that influence the effectiveness of the model in different types of communities.

This research is expected to produce a model that is not only theoretically sound but also practically applicable. By involving various stakeholders as co-researchers and co-creators, this study applies participatory research principles that ensure the ownership and sustainability of the developed model. The significance of this research lies not only in the novelty of the approach used, but also in the potential impact that can be produced. If this model proves to be effective and can be widely replicated, the impact can be felt by millions of rural communities in Indonesia, especially marginalized groups who have been underserved in the development process. Against the background of the complexity of the challenges of inclusive village development in Indonesia and the great potential of the integration of counseling services in stakeholder collaboration, this study seeks to develop and test innovative models that can be a systematic and sustainable solution to realize truly inclusive and equitable village development.

RESEARCH METHODS

A. Research Design

This study uses a mixed-method approach with a sequential explanatory design (Creswell & Plano Clark, 2021). This design was chosen because it allows researchers to collect and analyze quantitative data first, then use qualitative data to explain and deepen quantitative findings.

Stage 1: Quantitative Data Collection and Analysis

- Structured surveys to measure the level of community participation
- Descriptive and inferential statistical analysis
- Identify patterns and trends

Stage 2: Qualitative Data Collection and Analysis

- In-depth interviews with key informants
- Focus Group Discussion (FGD) with various stakeholders
- Participatory observation
- Thematic analysis

B. Research Location and Time

Research Location: The research was conducted in three purposively selected locations based on criteria:

1. Have implemented or have the potential for inclusive development programs
2. Have community counseling services or their development potential
3. Representation of urban-rural contexts and diverse socio-economic characteristics
4. Accessibility and support of local stakeholders

Research Location:

1. Sei Rotan Village, Percut Sei Tuan District, Deli Serdang Regency

- Context: Rural-agricultural
- Area: 8.5 km²
- Population: 3,850 inhabitants (1,125 households)
- Main characteristics: A village with a multiethnic background (Malay, Javanese, Mandailing) that has developed since 1935. The main livelihood of rattan agriculture and handicrafts

- Featured program: Development of agrotourism and creative economy based on rattan
 - Counseling services: Family and Community Counseling Center (PKKM) since 2022
2. Bandar Khalipah Village, Tanjung Morawa District, Deli Serdang Regency
- Context: Rural-industrial
 - Area: 12.3 km²
 - Total population: 6,790 inhabitants (1,856 households)
 - Main characteristics: Villages with semi-urban characteristics close to industrial centers. Multiethnic population (Batak, Javanese, Serdang Malay, Karo, Chinese) with diverse livelihoods between agriculture, small industries (pottery), and service sectors
 - Featured program: Development of MSMEs based on creative industries and tourism
 - Counseling services: Village Counseling Post (PKD) since 2023
3. Helvetia Village, Medan Helvetia District, Medan City
- Context: Urban-suburban
 - Area area: 6.2 km²
 - Total population: 11,450 inhabitants (3,215 households)
 - Main characteristics: Urban villages with suburban characteristics, heterogeneous population with varying levels of education and economy. Close to industrial and educational areas
 - Featured program: Smart urban villages and sustainable environmental development
 - Counseling services: Village Integrated Service Center (PLTK) since 2021

Research Time: January 2024 - December 2024 (12 months)

C. Data Analysis Techniques

a). Quantitative Data Analysis

1. Descriptive Analysis

- Measures of central tendency (mean, median, mode)
- Measures of variability (standard deviation, variance)
- Frequency and percentage distribution
- Cross-tabulation based on demographic characteristics and location

2. Inferential Analysis

- Normality test (Kolmogorov-Smirnov)

- Variance homogeneity test (Levene's test)
- Correlation test (Pearson/Spearman)
- Multiple regression tests to identify predictive factors
- ANOVA for cross-site comparison
- Post-hoc test (Tukey HSD) for specific differences

3. Analytics Software

- SPSS 28.0 for statistical analysis
- R Studio for advanced analysis
- Microsoft Excel for basic data processing

b). Qualitative Data Analysis

1. Thematic Analysis (Braun & Clarke, 2022) The process of thematic analysis follows six stages:

- Familiarization: Repeatedly reading transcripts and jotting down initial ideas
- Initial coding: Identifying initial codes inductively
- Searching for themes: Grouping code into potential themes
- Reviewing themes: Review and revise themes at the code and dataset level
- Defining themes: Defining and naming the final theme
- Writing up: Presenting analysis in a coherent narrative

2. Cross-case Analysis

- Comparison of findings between research sites
- Identify similar patterns and contextual variations
- Matrix analysis for systematic comparison

3. Analytics Software

- NVivo 12 for coding and thematic analysis
- Atlas.ti for network analysis and visual representation
- MAXQDA for cross-case analysis

c). Mixed-Method Data Integration

Quantitative and qualitative data integration is carried out through:

1. Convergent synthesis: Comparing findings from both types of data to identify similarities and differences

2. Complementary analysis: Using qualitative data to explain and deepen quantitative findings
3. Expansion: Using one type of data to expand the understanding of another type of data
4. Contradiction resolution: Exploring and explaining conflicting findings

Joint displays will be created for data integration visualization and facilitate meta-inference.

D. Special Considerations of Local Context

1. Multiculturalism

- A research team reflecting ethnic diversity at the research site
- Research protocols that are sensitive to Malay, Batak, Javanese, and other ethnic cultural norms
- Data collection times that take into account cultural and religious calendars

2. Language and Communication

- Use of Indonesian, Deli Malay, and other local languages as needed
- Recruitment of enumerators who are proficient in the local language
- Back-translation to ensure consistency of meaning

3. Urban-Rural Differences

- Adaptation of data collection methods according to urban (Helvetia) and rural (Sei Rotan, Bandar Khalipah) characteristics
- Adjustment of the time and place of data collection to the pattern of community activities
- Modification of instruments to accommodate different contexts

E. Research Ethics

This research has received ethical approval from the Research Ethics Committee of the University of North Sumatra with registration number 045/KEP/USU/2024. The ethical principles applied include:

1. Informed Consent: All participants provide written consent in a language they understand
2. Confidentiality: Participants' identities are kept confidential with a coding system
3. Anonymity: Data is presented without any personally identifiable identifiability
4. Voluntary participation: Voluntary participation without coercion

5. Right to withdraw: Participants can withdraw at any time without consequences
6. Beneficence: Research provides direct benefits to communities
7. Non-maleficence: Does not cause negative physical, psychological, or social impacts
8. Cultural sensitivity: Respect for local cultural and religious values
9. Data protection: Storage and use of data in accordance with data protection regulations
10. Community consent: Formal consent from the village/sub-district government and community leaders

RESULTS AND DISCUSSION

1. The Effectiveness of the Model in Increasing Inclusive Participation

The results showed that the implementation of the Inclusive Village Development Model with Counseling Service Integration succeeded in significantly increasing the level of community participation (64.7%, $p < 0.001$). These findings are in line with participatory development theory (Cornwall, 2017) which emphasizes the importance of creating an enabling environment for meaningful participation.

The increase in marginal group participation by 70.7% is a very significant finding, considering that this group has traditionally faced multiple barriers in community development. These results support Sen's (2019) argument about the importance of the capability approach in development, where the focus is not only on outcomes but also on the processes that enable people's agency.

The difference in effectiveness between locations (Sei Rotan 66.2%, Bandar Khalipah 72.5%, Helvetia 55.9%) indicates the influence of contextual factors. Bandar Khalibah, which has rural-industrial characteristics, shows the best results, probably because of the optimal combination of traditional social capital with exposure to modernity that facilitates adaptive capacity.

2. The Role of Counseling Services as a Collaborative Catalyst

Qualitative findings reveal the unique role of community counselors as a "collaborative catalyst" that facilitates, mediates, and sustains multi-stakeholder collaboration. This concept

expands the typology of roles in the stakeholder collaboration literature (Gray & Wood, 2019) by adding therapeutic and empowerment dimensions.

Community counselors function as boundary spanners (Williams, 2021) that connect different subsystems in the village development ecosystem. Their ability in active listening, empathetic communication, and conflict resolution creates a safe space for constructive dialogue between stakeholders with different interests.

The effectiveness of this role is reflected in the increase in the Stakeholder Collaboration Index to 3.65 (High category), with the decision-making dimension reaching the highest score (3.82). This shows that the presence of community counselors has succeeded in improving a more inclusive and participatory decision-making process.

3. Development Paradigm Transformation: From Material to Holistic

The results of the study reveal the transformation of the development paradigm from a material-oriented approach to a holistic approach that integrates psychological, social, and spiritual dimensions. These findings are in line with the concept of human development (UNDP, 2020) which emphasizes the importance of expanding people's choices and capabilities.

The concept of "therapeutic community development" that emerged from this study offers a new perspective in understanding community development as a healing process of collective trauma and empowerment that involves psychological well-being. This approach is particularly relevant in the context of Indonesia, which has historical trauma and social fragmentation.

The increase in the Social Inclusion Index by 52.9% shows that this holistic approach is effective in addressing the root causes of exclusion, not just the symptoms. The dimension of social acceptance that increased by 33.0% indicates a change in attitudes and values at the community level.

4. Institutionalization of Inclusive Practices

One of the important findings is the institutionalization of inclusive practices in the village/sub-district governance system. This is reflected in the development of Standard Operating Procedures (SOP) that integrates "inclusion checks" in every development program.

This institutionalization is critical for long-term sustainability. In accordance with the theory of institutional change (North, 2020), sustainable change requires transformation not only at the individual and organizational levels, but also institutional rules and norms.

The emergence of innovative participation mechanisms such as "Warung Konseling" and "Inclusion Dialogue" shows creative adaptation to the local cultural context. This innovation combines formal structure with informal culture, creating a hybrid mechanism that is more accessible and culturally appropriate.

5. Relevance to the Sustainable Development Goals (SDGs)

The model developed has direct relevance to the achievement of the SDGs, especially Goal 1 (No Poverty), Goal 10 (Reduced Inequalities), and Goal 16 (Peace, Justice and Strong Institutions). The increase in the participation of marginalized groups contributes to leaving no one behind the principle which is the core philosophy of the SDGs.

The results of the study show that an integrative approach between counseling services and stakeholder collaboration can be an innovative pathway to accelerate SDGs achievement at the grassroots level. This is particularly important considering that the majority of Indonesian population still live in rural areas.

Integration with local wisdom and cultural values makes this model more sustainable than top-down approaches that often ignore the local context. The cultural sensitivity shown in this study can be a model for SDGs localization in various cultural contexts.

6. Theoretical and Practical Implications

Theoretically, this research contributes to the development of community development theory by integrating the perspectives of counseling psychology and collaborative governance. The concepts of "therapeutic community development" and "collaborative catalyst" enrich the theoretical framework for understanding complex dynamics in community development.

From the practical side, the 5-component model developed provides an actionable framework for the implementation of inclusive village development. High replication readiness (average 76%) shows a large potential for scaling up, with necessary adaptation according to the local context.

Policy implications include the need for a regulatory framework that supports the integration of counseling services in the village governance system, capacity building for community counselors, and adequate resource allocation for sustainability programs.

7. Limitations and Challenges

Although it showed positive results, the study had some limitations. First, the 12-month observation period is relatively short to measure long-term sustainability. Second, generalizability findings are limited to the geographical and cultural context of North Sumatra.

The main challenges in implementation are dependency on the individual capacity of community counselors and local leadership commitments. Rotation of leadership and counselor turnover can threaten program continuity. This requires a more robust institutional mechanism for sustainability.

Resource constraints are also a challenge, especially for villages with limited budgets. Creative financing mechanisms and partnerships with multiple stakeholders need to be developed to overcome these limitations.

F. IMPLICATIONS AND RECOMMENDATIONS

1. Policy Implications

National Level:

- Integration of community counseling services in the Presidential Regulation on Village Funds
- Development of community counselor competency standards
- Special budget allocation for inclusive development programs

Regional Level:

- Regional regulations on inclusive village development
- Community counselor training program
- Integrated monitoring and evaluation system

Village/Village Level:

- SOP for inclusive development
- Organizational structure that accommodates the role of community counselors
- Innovative and inclusive participation mechanisms

2. Practical Recommendations

For Village/Village Governments:

- Recruit or train local community counselors
- Develop inclusive participation forums
- Allocate a special budget for inclusion programs
- Establish a regular monitoring system.

For Community Counselors:

- Develop capacity in facilitation and mediation
- Understand the local cultural and social context
- Build a network with key stakeholders
- Document best practices for replication

For Other Stakeholders:

- Commitment to actively participate in collaboration
- Share resources and expertise
- Support inclusion programs
- Advocate for supportive policies

3. Replication and Scaling Up Strategies

Phase 1: Pilot Expansion (Years 1-2)

- Model replication in 10 new villages/sub-districts
- Adaptation to the local context
- Development of replication toolkit

Phase 2: Regional Scaling (Years 3-5)

- Implementation in 50 villages/sub-districts
- Partnership with local governments
- Capacity building program for counselors

Phase 3: National Rollout (Years 6-10)

- Integration in the national system
- Policy institutionalization
- Sustainability mechanism development

CONCLUSION

This research successfully developed and tested an Inclusive Village Development Model with the Integration of Counseling Services in Stakeholder Collaboration which has been proven to be effective in increasing marginalized community participation and strengthening social cohesion. The model, which consists of five main components – identification of inclusive stakeholders, mapping of community counseling needs, design of integrated counseling services, collaborative implementation, and continuous evaluation – showed a significant increase in community participation rates of 64.7% and marginalized group participation of 70.7%. Key factors for the success of this model include village leadership commitment, community counselor capacity, and policy support from local governments. Community counselors act as a "collaborative catalyst" that facilitates communication and coordination between stakeholders, creating a paradigm transformation of development from material-oriented to a holistic approach.

This research provides theoretical contributions through the concepts of "therapeutic community development" and "collaborative catalyst", as well as practical contributions in the form of models that can be replicated by adapting according to local contexts. The results of the study show direct relevance to the achievement of the SDGs, especially in the effort to "leave no one behind". This model has great potential to become a best practice for inclusive village development in Indonesia, with a high level of replication readiness (average 76%) and strong support from local stakeholders. Long-term sustainability requires strong institutionalization and sustained policy support. Key recommendations include the development of a regulatory framework that supports the integration of counseling services in the village governance system, sustainable capacity building for community counselors, and a phased replication strategy from the pilot level to the national rollout. Further research is needed to analyze the long-term sustainability and effectiveness of the model in various geographical and cultural contexts.

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