PUBLIC SERVICE COLLABORATION ON RESPECT, PROTECTION AND FULFILLMENT OF THE RIGHTS OF PERSONS WITH DISABILITIES IN SUKABUMI CITY IN 2023

Rayhan Rahmadhani[1], Yana Fajar FY. Basori[2], Dian Purwanti[3]
Faculty of Social Sciences, Universitas Muhammadiyah Sukabumi, Indonesia
Email: rayhanrahmadhani@ummi.ac.id[1], yanafajar@ummi.ac.id[2], dianpurwanti042@ummi.ac.id[3]

Abstract
Human rights are universal rights that must be protected, including the rights of people with disabilities. This study aims to explore collaboration in public services for people with disabilities in Sukabumi City, through collaboration between the Social Service and PD Nasyiatul 'Aisyiyah. The research method used is qualitative, with interviews and analysis of collaboration theory. The results of the study indicate that although collaboration has been established, there are challenges such as the lack of formal structures (MoU) and suboptimal community participation. This study concludes that improving formal structures and participation can improve the inclusiveness of public services for people with disabilities. Thus, this collaboration has the potential to become a best practice model in inclusive public services. The contribution of this study is to provide empirical insight into the practice of collaboration in inclusive public services, especially for people with disabilities, at the local level. Identifying inhibiting and supporting factors in cross-sector collaboration that can be used as a reference for similar policies and practices in other areas. Offering recommendations for strengthening formal structures and increasing community participation as strategic steps towards more inclusive public services. And providing an initial framework that can be adapted as a best practice model in public service collaboration to improve the welfare of people with disabilities.

Keywords: *public service, respect, protection fulfillment, persons with disabilities.*

INTRODUCTION

Human rights are basic rights that are inherently inherent in humans, universal and lasting, therefore they must be protected, respected, defended, and must not be ignored, reduced, or deprived by anyone (Lestari & Nawangsari, 2022). In addition to human rights, humans also have basic obligations between one human being and another and to society as a whole in the life of society, nation, and state (Simamora & Panjaitan, 2023). Every human being has the same right to live his life, including people with disabilities who have physical limitations in living their daily lives. One of the main interests of the community is welfare, namely the fulfillment of basic human needs. The government has ensured the fulfillment of the needs of the community, including the rights for people with disabilities to be equal to normal people so that there is no discrimination against people with disabilities. These people with disabilities need more attention than normal people in general, including what is needed by people with disabilities, especially people with deaf disabilities, is the provision of public services in government agencies. Not only the services but also special services for People with Deaf Disabilities.

Based on Law Number 8 of 2016 in article 5 paragraph (1) concerning Persons with Disabilities, it is stated that having the right is to (a). Live; (b). Free from stigma; (c). Privacy; (d). justice and legal protection; (e). education; (f). employment, entrepreneurship, and cooperatives; (g). Health; h. politics; (i). Religious; (j). Sports; (k). Culture and tourism; (l). Social welfare; (m). Accessibility; (n). Public services; (o). Protection from disasters; (p).

Habilitation and rehabilitation; (q). Concessions; (r). Income; (s). Live independently and be involved in society; (t). Express, communicate, and obtain information; (u), change of place and nationality; and (v). Free from acts of discrimination, neglect, torture, and exploitation."

People with disabilities are not fundamentally a minority and are obliged to receive the same attention as other normal societies. Persons with disabilities have various or different types of disabilities in themselves, namely Blind (Blind), Deaf (Deaf), Mute (Speech Impaired), Physical Disability (Visually Impaired Blind), Mental Retardation (Visually Impaired Persons), Self-Control Disability (Barrel Impairment), and Combination Disability (Double Blind). Because there are various types of people with disabilities, researchers focus on people who are deaf or have hearing and speech impairments.

Incumbent Deaf people have hearing impairments, as a result of which Deaf individuals have speech impairments, so they are commonly called Speech Impairment. The way a person who is deaf communicates with other individuals is using sign language, Persons with Disabilities have the same rights as normal people in general. People with disabilities need the help of others to be able to live like normal people, but on the other hand, people with disabilities also want to be independent individuals and live on an equal footing with others without needing help (Irfadat et al., 2020). As part of Indonesian citizens, it is natural for people with disabilities to receive special treatment, which is meant by special treatment, namely as an effort to protect from vulnerability from various acts of discrimination and protection from various human rights violations. The special treatment is seen as an effort to maximize the protection, respect, promotion, and fulfillment of universal human rights.

Public services have a wide scope, not only limited to services in a narrow sense, namely in a face-to-face service process (meeting) between elements of people who serve (government employees) and people who serve (the public) but also lies in the entire process of meeting the needs of the community (service in a broad sense) as well as meeting the needs of the community to the needs of public servants, public facilities, education, health, agriculture and plantations, the community's need for a sense of security, order and tranquility in all forms of fulfilling the needs of other communities in people's lives and in a country (Johnson, 2014).

Regional Regulation Number 10 of 2018 concerning Respect for the Protection and Fulfillment of the Rights of Persons with Disabilities Article 1 paragraph 16 states that Public Service is an activity or series of activities in order to meet the needs of services in accordance with the provisions of laws and regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers. In the context of public administration, collaboration refers to efforts to cooperate with various related parties in an activity to achieve the desired goals (Ahdiyana et al., 2021). This is in line with the basic concept of administration which describes cooperation between several individuals to achieve a specific goal.

The number of data on people with disabilities in Sukabumi City is:

Table 1. Data on Persons with Disabilities in Sukabumi City

It	District Subdistrict	Types of Defects				
		Body	Blindness	Mental	Speech	Double
1	Baros	11	17	77	4	0
2	Lembursitu	28	19	47	6	6
3	Cibeureum	46	11	74	7	6
4	Citamiang	63	8	84	11	2
5	Warudoyong	13	11	60	9	0
6	Gunung Puyuh	56	26	109	12	2
7	Cikole	23	17	110	18	2
	Total	240	109	561	67	18
	Sum	995				

Source: Sukabumi City Social Service, 2022

Table 1 above shows the total number of people with disabilities totaling 995 people. For this reason, the government, in this case the Sukabumi City Social Service and PD Nasyiatul 'Aisyiyah collaborated to provide the fulfillment of rights for Persons with Disabilities in Sukabumi City, especially in the field of administrative services provided by public service providers as well as equality between Persons with Disabilities and normal people for the provision of public service rights in the administrative division in Sukabumi City. This collaboration shows the seriousness of the Sukabumi City government towards the provision of rights for Persons with Disabilities in the field of public service providers in the administrative field in the city of Sukabumi

The form of collaboration of PD Nasyiatul 'Aisyiyah Sukabumi City is by participating in sign language training and then helping the Social Service as the person in charge of public services to become interpreters or tongue connectors for deaf and hard of hearing. The form of efforts made by the Sukabumi City Social Service in collaboration with PD Nasyatul 'Aisyiyah is to organize several activities that show concern for people with disabilities in Sukabumi City. On Tuesday (31/10/2023) the Sukabumi City Social Service together with PD Nasyiatul 'Aisyiyah held a Public Speaking Technical Guidance which took place at SLB A Budi Nurani Kita Sukabumi. The technical guidance presented Amalia Nur Milla as the Chairperson of the Sukabumi City PDA who also filled in the material entitled "Motivation and Tips for Confidence for *Public Speaking*", and was attended by Syifa Fauziyah, a Disabled Person who is a Case Analysis at the Sukabumi City Court. This activity is part of the program to care for the disabled in Sukabumi City. As a form of concern for the Sukabumi City Social Service and PD Nasyiatul 'Aisyiyah Sukabumi City.

Based on this, with the collaboration between the Sukabumi City Social Service and PD Nasyiatul 'Aisyiyah Sukabumi City, will it be a solution to the problem of public service providers from Sukabumi City government agencies for people with deaf and hard of hearing. By referring to the theories of Kirk Emerson, Tina Nabatchi, and Stephen Balogh explaining that the collaboration process consists of: (1) collaboration dynamics, (2)

collaboration actions, and (3) impacts and adaptations on the collaboration process (Emerson *et al*, 2012: 1-29), this research is expected to be able to answer the implementation of *Collaborative Governance* in Public Services for People with Deaf Disabilities through a Collaboration between the Sukabumi City Social Service and PD Nasyiatul 'Aisyiyah in Sukabumi City in 2023.

Based on the background and phenomenon of the problems found, this study aims to analyze the dynamics of collaboration between the Sukabumi City Social Service and PD Nasyiatul 'Aisyiyah in public services for people with deaf disabilities. Identify collaborative actions that have been taken to improve the inclusivity and accessibility of public services for persons with disabilities. Evaluate the impact and adaptation of collaboration on improving the quality of public services and empowering people with disabilities in Sukabumi City. As well as providing strategic recommendations to strengthen formal structures, increase community participation, and ensure the sustainability of collaboration in inclusive public services.

LITERATURE REVIEW

Public Administration Science

Public administration consists of two words, namely administration and public. Administration comes from the Greek language which consists of two words, namely ad which means *intensive* and *ministrare* which means to serve. Thus, administration is helping or serving intensively. While public contains a general meaning, the state and society or the crowd (Malawat, 2022: 74). According to Sepriano, *et al.* (2023:1), "Public Administration is a discipline and practice related to the management, implementation, and implementation of policies, programs, and public services organized by the government to achieve certain goals in serving the interests of the community. Public administration aims to achieve efficiency, effectiveness, and accountability in the implementation of public services and government policies".

Public Service

The scope of public administration is; (1) public policy, (2) public bureaucracy, (3) public management, (4) leadership, (5) public service, (6) personnel administration, (7) performance, and (8) public administration ethics (Sellang: 2016: 48). Dewi & Suparno (2022: 78-90) public service is defined as "providing services (serving) the needs of people or communities who have an interest in a particular organization in accordance with the basic rules and procedures that have been established." Law Number. 25 of 2009 concerning Public Services explains that public services are all forms of activities in the context of regulating, coaching, guiding, providing facilities, services and others carried out by government apparatus as an effort to meet the needs of the community in accordance with the provisions of the applicable laws.

Public Service Governance Perspective

Good governance has long been a dream of many people in Indonesia, but the understanding of the concept of *good governance* is different, and imagines that with the concept of *good governance* there will be a better quality of government, so that corrupt practices are reduced and the government is increasingly concerned about the interests and needs of its people. Improving public service performance is considered important by all *stakeholders*, namely the government, users, and market players. Public service is the realm of the three elements of *governance* that interact very intensively, if the government can improve the quality of public services, then the benefits can be felt directly by the community and market players. The existence of *trust* between the government and non-government elements is a very important prerequisite to gather broad support for the development of *good governance practices* in Indonesia.

Collaboration

In the context of public administration, collaboration refers to efforts to cooperate with various related parties in an activity to achieve the desired goals. This is in line with the basic concept of administration which describes cooperation between several individuals to achieve a specific goal. (Noor et al., 2022: 14; Saleh, 2020: 5), "collaboration is the existence of patterns and forms of relationships between individuals or organizations that wish to share with each other, participate fully with each other, and mutually agree or agree to take joint action by sharing information, sharing resources, sharing benefits, and sharing responsibilities in joint decision-making to achieve an ideal to achieve a common goal or to complete various problems faced by those who collaborate". Another understanding expressed by Dorisman *et al*. (2021) Collaboration is a relationship between organizations that participate and mutually agree to jointly achieve goals, share information, share resources, share benefits, and be responsible in joint decision-making to solve various problems.

Collaborative Governance

According to Islamy (2018: 3), *Collaborative Governance is a control model in which one or more public institutions directly involve non-stated* stakeholders *in a collective decision-making process that is formal, consensus-oriented*, deliberative and aims to make or implement public policies, manage public programs or public assets. Noor *et al* (2022: 54) define *Collaborative Governance* as cooperation between actors, between organizations or between institutions in the context of achieving goals that cannot be achieved or carried out independently. By definition, *Collaborative Governance* is collaboration between the public and non-public or private sectors in the implementation of government or *governance*. According to Astuti *et al* (2020: 47-48), *Collaborative Governance* is a way of managing "something" that involves all stakeholders either directly or indirectly, is oriented and deliberates in the collective decision-making process, in order to achieve common goals.

Model Collaborative Governance

1. Model Ansell and Gash

Models are real-world abstractions, substitutions or representations of reality in the form of maps, organizational diagrams, mathematical equations and others. The model is used to help when dealing with real phenomena that are complex and expensive if studied directly. Models are a natural way to get a picture of the real world by studying replicas that reflect phenomena. The *framework of the* Collaborative Governance *model* proposed by Ansell and Gash are:
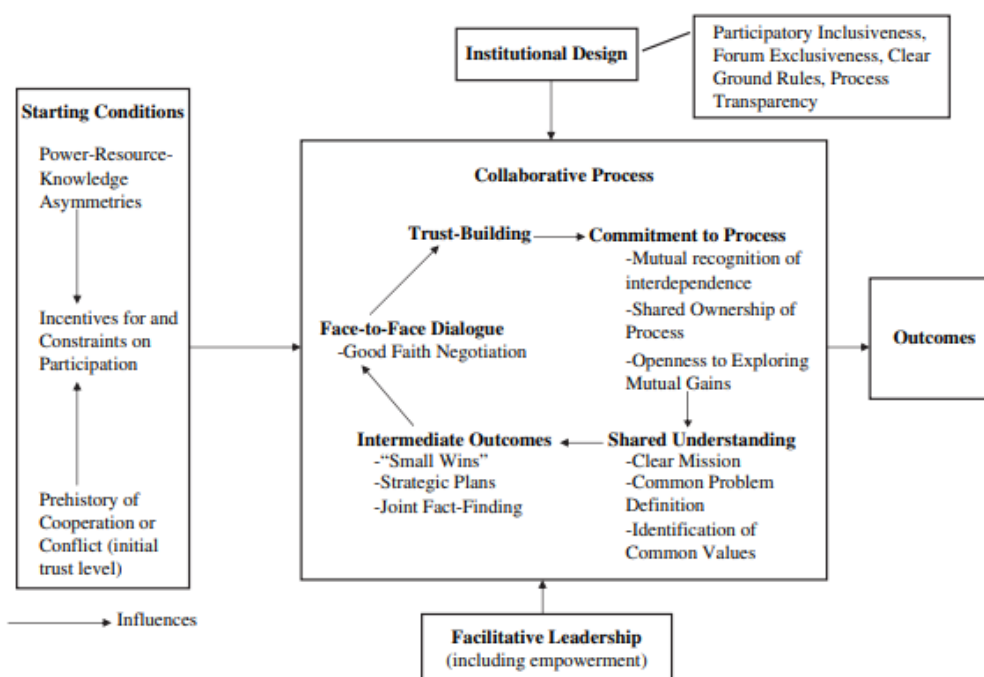

Figure 1. *Ansell* and Gash *Collaborative Governance* Model Framework
Source: Ansell and Gash (2008: 550)

2. Model Peter Shergold

The process of public sector collaboration often reflects the implicit hierarchical relationship between actors. Governments (or their public services) often externally force public sector collaboration structures. He decided on representation. Bureaucracy can use hidden power through access to information and its ability to gather resources. He benefits from direct access to government ministers.

Table 2. Process Transformation

Command	Centralized Control Process with Clear Hierarchical Lines of Authority
Coordination	Collective decision-making process applied to participating institutions
Collaborate	The process of sharing ideas and resources for mutual benefit

Collaboration	The process of co-creation is completed between autonomous institutions

Source: (Shergold, 2008: 13-20)

3. Model John wants to

Conceptually, there are two different dimensions of collaboration that intersect continuously and differently: first, the scale or level of collaboration, and second, the context, purpose, or motivation behind collaborative activities. The scale or level of collaboration categorizes patterns of activity that are either real or intended. It focuses on what level of collaborative activity appears and how broad the collaborative dimension is. In table form, the collaboration scale can be described as a ladder of escalation of commitments from the lowest level of collaboration to the highest and most complex level of integration (this would be similar to the Arnstein consulting ladder). Second, collaboration does not occur in a vacuum. We also need to consider the context, goals, choices, and motivations of actors looking to collaborate. Here, rather than an escalation ladder, we have a series of possible intentions and motivations that give us a number of alternatives or contrasting approaches.

Table 3. Collaboration Scale

Collaboration Level	Activities Involved
Highest Level: High normative commitment to collaboration; Often the highest political/managerial risk	Transformative interaction between network actors; substantial involvement and empowerment; the search for a high level of consensus and cooperation between stakeholders and actors; coalition building by the government and non-government actors.
Medium-High Level: Strong normative orientation; high level of political/managerial risk	Strong stakeholder involvement in decision-making or policy and implementation processes; handing over decision-making capacity to clients; more complex innovations in the policy delivery process.
Intermediate Level: Commitment to multi-stakeholder input and support; Moderate political/managerial risk level	Formal commitments for inter-agency consultation and collaboration; a unified government strategy; joint engagement exercises and formal co-funding initiatives.
Medium-Low Level: Operational form of collaboration to complete work; Some political/managerial risks	Coproduction forms; technical improvements in the delivery chain; assistance to comply with obligations; direct consultation with clients on delivery and compliance systems; systematic use of

	evaluation data; public reporting on targets influenced by client preferences.
Lowest Level: Marginal operational adjustments, low level of political/managerial risk	Gradual adjustment using a consultative process; discussions with clients and feedback mechanisms; obtain information about the needs/expectations of others.

Source: (Wanna, 2008: 3-12)

Table 4. Context, Goals, Choices, and Opposite Motivations of Collaboration

Context & Purpose	Choice or Possible Motivation	
Power Dimension	Coercive and Forced Collaboration	Persuasive and voluntary involvement in collaboration
Level of Commitment	Meaningful and Substantial Collaboration	Meaningless and cosmetic collaboration
Cultural Internalization	Philosophical Commitment to the Development of Collaboration and Collaborative Culture	Collaboration as a tool, an instrument that is available without a real commitment to collaboration as a modus operandi
Strategic Dimension	Collaboration for Positive and Profitable Reasons	Collaboration for negative and/or prevention strategies
Objective-Facility Dimensions	Collaboration as a Means and Process; Stages, Fair Process	Collaboration as a goal and outcome; Shared outcomes, results-oriented
Objective Dimensions	Shared Goals; Reciprocal Intentions, Strategies and Agreed Results	Competing goals; Different reasons to participate in collaboration
Visibility and Awareness Dimensions	Open and Public Forms of Collaboration; Awareness of High Collaboration	Hidden and behind-the-scenes collaboration; ignorance about collaboration
Relevance of the Issue	Collaboration on Simple Problems; Simple Goals and Responsibilities	Collaboration on 'wicked' issues; challenging to describe and complete

4. Emerson, Nabatchi, and Balogh Models

"Kirk Emerson, Tina Nabatchi, and Stephen Balogh explain that the collaboration process consists of: (1) collaboration dynamics, (2) collaboration actions, and (3) impacts and adaptations on the collaboration process (Emerson *et al*, 2012: 1-29).

a. Collaboration Dynamics
   - Mobilization of Common Principles
   - Shared Motivation

- Capacity to Perform Joint Actions
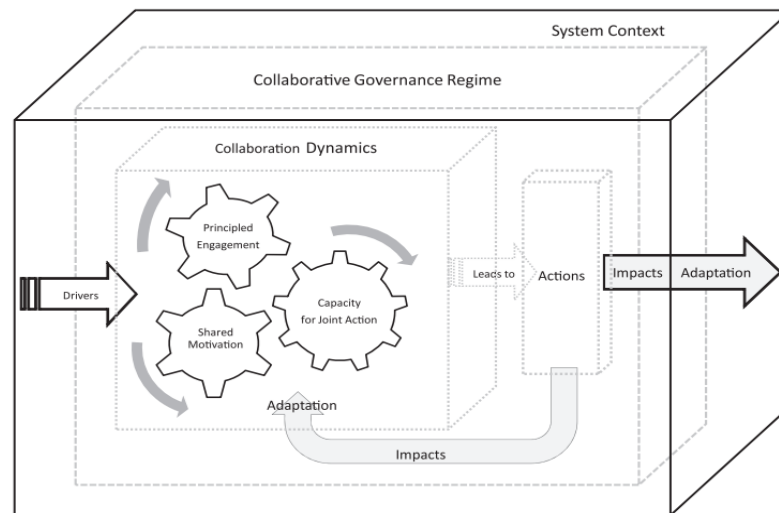b. Collaborative Actions
c. Impact and Adaptation

Figure 1. *Framework* Type *Collaborative Governance* Kirk Emerson, Tina Nabatchi, and Stephen Balogh

Figure 3, *Collaborative Governance* is depicted with a middle box with a dotted line and contains collaborative dynamics and collaborative actions. Together, the dynamics and collaborative actions shape the overall quality and extent to which *Collaborative Governance* is developed and effective. Collaborative dynamics, represented by the innermost box with dotted lines, consist of three interactive components: principled engagement, shared motivation, and the capacity to perform joint actions. The three components of collaborative dynamics work together interactively and iteratively to produce collaborative actions or steps taken to implement the common goals of *Collaborative Governance*. *Collaborative Governance actions* can produce results both inside and outside the regime; therefore, in the figure, the arrow extends from the action box to indicate the impact (i.e., results on the ground) and potential adaptation (transformation of complex situations or problems) both in the context of the system and *the Collaborative Governance* itself.

Persons with Disabilities

According to the Great Dictionary of the Indonesian Language, a person with disabilities is defined as a person who has (suffered) something, while disability is an Indonesian word derived from the English word *disability* (plural: *disabilities*) which means disability or disability. The definition of persons with disabilities according to Law Number 39 of 1999 concerning Human Rights. "Persons with disabilities are a vulnerable group of people who have the right to receive treatment and protection more regarding their specificity". Meanwhile, the definition of Persons with Disabilities according to Law

Number 8 of 2016 Article 1 number 1 is: "Persons with disabilities are any person who experiences physical, intellectual, mental, and/or sensory limitations for a long period of time who in interacting with the environment can experience obstacles and difficulties to participate fully and effectively with other citizens based on equal rights."

Types of disabilities based on Article 4 of Law No. 8 of 2016 are categorized into four groups, namely:
1. Persons with Physical Disabilities
    a. Body Disorders (Tuna Daksa)
    b. Sensory Disorders (Blindness)
    c. Hearing Disorders (Deaf)
    d. Speech Disorders (Speechless)
2. Persons with Intellectual Disabilities
3. People with Mental Disabilities
4. People with sensory disabilities

Respect, Protection, and Fulfillment of the Rights of Persons with Disabilities

Indonesia as a dignified country highly respects, appreciates, fulfills and provides guarantees and protection for every citizen without exception. This is stated in Article 5 Paragraph (1), Article 11, Article 20, and Article 28 I Paragraph (2) of the 1945 Constitution of the Republic of Indonesia. In line with these provisions, one of the important principles is the guarantee of equality for everyone before the law. Therefore, everyone has the right to fair legal recognition, guarantees, protection, and certainty, as well as equal treatment before the law. The general explanation of Law No. 8 of 2016 emphasizes that "The State of the Republic of Indonesia based on Pancasila and the Constitution of the Republic of Indonesia in 1945 respects and upholds human dignity". Human rights as a basic right that is inherently inherent in human beings are universal, need to be protected, respected, and defended, so that the protection and human rights of vulnerable groups, especially people with disabilities, need to be protected. In the implementation and fulfillment of the rights of persons with disabilities, the government is obliged to provide accessibility for persons with disabilities.

Article 1 Paragraph (8) of Law No. 8 of 2016 states that "accessibility is the convenience provided for people with disabilities to realize equal opportunities". Meanwhile, equality of opportunity according to Article 1 Paragraph (2) of Law No. 8 of 2016 is "justice that provides opportunities and/or provides access to persons with disabilities to channel their potential in all aspects of state and community administration". There are at least 4 (four) principles that can guarantee the convenience or accessibility of the disability which must absolutely be fulfilled by the government, namely:
1. The principle of convenience, meaning that everyone can reach all places or buildings that are common in an environment.
2. The principle of usefulness, meaning that everyone can use all places or buildings that are common in an environment.
3. The principle of safety, which means that every building in a built environment must pay attention to safety for everyone, including people with disabilities.

4. The principle of independence, means that everyone must be able to reach and enter to use all places or buildings in an environment without needing the help of others.

METHOD

This study uses a qualitative descriptive approach to explore and understand Collaborative Governance in public services for people with deaf disabilities through a collaboration between the Sukabumi City Social Service and PD Nasyiatul 'Aisyiyah in 2023. This qualitative research aims to explore the social and humanitarian meaning of the interaction between various actors in the collaboration. The researcher conducted observations, semi-structural interviews, and documentation studies to collect data from relevant informants, namely representatives of the Social Service, PD Nasyiatul 'Aisyiyah, and people with deaf disabilities who are service recipients. The data analysis technique uses an inductive approach that involves the reduction, presentation, and drawing of conclusions systematically from the collected data (Creswell, 2016; Komariah & Satori, 2017). The main indicators in this study refer to the Collaborative Governance dimension explained by Emerson et al. (2012), namely the dynamics of collaboration, collaborative actions, and the impact and adaptation of the collaboration process. The determination of informants uses the snowball sampling technique, with informants who have a direct understanding of the research problem. The validity of the data is guaranteed by using triangulation of sources, techniques, and time to ensure the accuracy of the data obtained. The collected data was then analyzed using qualitative procedures to find patterns and conclusions related to the implementation of Collaborative Governance in public services in Sukabumi City

RESULTS AND DISCUSSION

This study aims to analyze the implementation of *Collaborative Governance* in Public Services for People with Deaf Disabilities through Collaboration between the Sukabumi City Social Service and PD Nasyiatul 'Aisyiyah in Sukabumi City in 2023. The implementation of this collaboration is an important step in realizing accessibility and equality for people with disabilities, especially in administrative public services. In this context, this study explores various perspectives from the parties involved, including Social Service officials, PD Nasyiatul 'Aisyiyah administrators, and beneficiaries who are deaf and deaf.

Through *snowball* sampling techniques and qualitative approaches, this study seeks to describe the dynamics of collaboration, the challenges faced, and the potential for improvement that can be made. The results of the research are expected to provide valuable insights for the development of more inclusive public service collaboration policies and practices in Sukabumi City. This study uses indicators based on the *Collaborative Governance* model of Emerson, Nabatchi, and Balogh, which consists of:
1. Dynamics of Collaboration – includes shared motivation, the mobilization of common principles, and the capacity to act together;

2. Collaborative Actions – includes collaborative activities carried out, such as sign language training and inclusive administrative services;
3. Impact and Adaptation – measures the interim and long-term impact of collaboration and adaptability to emerging challenges.

Collaboration Dynamics

The dynamics of the collaboration between the Sukabumi City Social Service and PD Nasyiatul 'Aisyiyah illustrates joint efforts based on common goals, open communication, and a commitment to empowering people with disabilities. Based on interviews with various informants, this dynamic includes the initial process of forming collaborations, aligning goals, and challenges in maintaining the sustainability of cooperation. This collaboration began with a recitation held by PD Nasyiatul 'Aisyiyah, where the Social Service was invited as a resource person. The common goal in helping people with disabilities is the main trigger for this collaboration. This collaboration reflects the strong efforts of both organizations to create sustainable and relevant programs for people with disabilities in Sukabumi City. However, further steps are needed to strengthen the formal structure of cooperation and increase the involvement of the community of persons with disabilities in program planning.

The initial process of forming this collaboration is in line with the initial stages in the theory of *Collaborative Governance*, namely *starting conditions*. The two parties started cooperation based on a common vision, namely to help people with disabilities and street children to be more independent. This supports the argument of Bryson, Crosby, and Stone (2006) that the success of collaboration is often triggered by shared values or goals between the actors involved. In this study, the similarity of vision is the main factor that encourages the formation of collaboration. The collaboration dynamics found in this study show alignment with the theory of *Collaborative Governance* proposed by Emerson, Nabatchi, and Balogh (2012). This theory explains that the success of collaboration is highly dependent on shared dynamics, collaborative actions, and the collective impact produced. In the context of this study, the dynamics of collaboration between the Sukabumi City Social Service and PD Nasyiatul 'Aisyiyah show the existence of elements that support success, such as alignment of goals, open communication, and commitment to program sustainability.

The commitment to maintain the sustainability of the program shows the existence of shared capacity as explained by Emerson et al. (2012). In this study, joint capacity is built through a clear division of roles between the Social Service as the budget provider and PD Nasyiatul 'Aisyiyah as the program implementer. This approach shows relevance to research conducted by Ansell and Gash (2008), which states that the success of collaboration requires a consistent commitment from each party as well as clarity of roles and responsibilities in the collaboration process. However, some of the obstacles found, such as the absence *of a Memorandum of Understanding* (MoU), show that the formal structure of collaboration is still not fully formed. This can be attributed to Mintzberg's organizational theory (1979), which emphasized the importance of formal structures in improving the efficiency and effectiveness of cooperation between organizations. The absence of an MoU can pose a risk

of unclarity in the division of responsibilities and accountability, although in practice the cooperation is still going well. In addition, the commitment to the sustainability of the program through initiatives such as sign language training and the opening of Kedai Sunyi reflects efforts to create long-term impact, which is in line with the concept of *long-term collaborative outcomes* in Collaborative *Governance* theory. Positive impacts such as upskilling and accessibility show the potential to strengthen the inclusivity of public services in Sukabumi City, as has been shown in another study by O'Leary and Vij (2012), which highlights the importance of long-term impacts in cross-sector collaboration.

Collaborative Actions

The collaborative action carried out by the Sukabumi City Social Service and PD Nasyiatul 'Aisyiyah includes various concrete programs designed to support people with disabilities and street children. Based on the results of interviews with informants, these actions include skills training, accessibility improvement, and the development of empowerment-oriented initiatives. Collaborative actions carried out by the Sukabumi City Social Service and PD Nasyiatul 'Aisyiyah can be analyzed through the theory of *Collaborative Governance* put forward by Emerson, Nabatchi, and Balogh (2012). This theory states that collaborative actions in a cross-sector cooperation must include targeted implementation, based on shared goals, and provide significant results for stakeholders. Based on the results of the research, concrete actions such as sign language training, the provision of accessibility facilities, and the plan to open Kedai Sunyi show a commitment to meet the needs of people with disabilities in Sukabumi City.

The implementation of sign language training for public service staff can be analyzed as a strategic step in creating an inclusive service environment. This is relevant to the policy implementation theory of Edward III (1980), which emphasized that skilled human resources are one of the important elements in the success of policy implementation. In this context, sign language training increases the capacity of public service officers to communicate with people with deaf disabilities, thereby ensuring more responsive and inclusive services.

The success of this action also reflects the principle of sustainability in *Collaborative Governance*. Ansell and Gash (2008) explain that sustainability in collaboration is achieved when the actions taken not only have a short-term impact, but also open up opportunities for long-term participation. In this case, sign language training not only improves communication skills, but also builds better relationships between public officials and people with disabilities, creating a positive and sustainable social impact. In addition, the procurement of social festival programs as a talent search event and increased participation of people with disabilities shows collaborative efforts to support social inclusion. This approach can be linked to Arnstein's (1969) theory of participation, which states that meaningful participation involves empowering individuals to play an active role in their communities. Social festivals provide a space for people with disabilities to showcase their abilities, strengthen their self-confidence, and increase public acceptance of their existence. This is also in line with the findings of O'Leary and Vij (2012), which highlight the importance of empowering activities in cross-sector collaboration to create a positive impact

felt by the community. Likewise, the plan to open Kedai Sunyi as an economic empowerment program for people with disabilities also shows the fulfillment of the principles of inclusivity and independence. This program not only provides employment opportunities, but also supports the goal of collaboration to help people with disabilities live more independently. This approach is relevant to the concept of *empowerment* described by Zimmerman (1995), which is to give individuals access to control resources and decision-making in their lives. By involving people with disabilities as employees of Kedai Sunyi, this collaboration helps them gain recognition and economic independence.

Measurement of program success through set targets, participant feedback, and activity documentation shows an *outcome-based approach*. According to Bryson, Crosby, and Stone (2006), the success of collaboration is determined by the extent to which the actions taken can achieve common goals and meet the needs of stakeholders. In this case, sign language training and accessibility facilities are considered effective based on tangible results, such as improving the communication skills of public staff and the independence of persons with disabilities in accessing public services. However, this analysis also points to some challenges, such as limited resources and the need to ensure the sustainability of the program. Based on Mintzberg's organizational theory (1979), successful collaboration requires a supportive formal structure, including a clear division of roles and effective coordination. In this context, the formation of *a Memorandum of Understanding* (MoU) can be a strategic step to clarify responsibilities and strengthen the commitment of both parties in carrying out the program in a sustainable manner.

Impact and Adaptation

The impact and adaptation in the collaboration between the Sukabumi City Social Service and PD Nasyiatul 'Aisyiyah provides an overview of significant changes in public services for people with disabilities as well as innovative efforts to increase the effectiveness of the program. Based on interviews with informants, several direct impacts, minor successes, constraints, and strategic adaptations can be identified in this process. The D'Social Festival activity, initiated by the Sukabumi City Social Service, is an important event in opening a space for expression for social welfare service providers (PPKS), including people with disabilities. The festival is designed as a platform to showcase their creativity, art, and talents, with the hope of finding new talents who are able to compete in bigger events. The Acting Mayor of Sukabumi emphasized that this activity reflects the government's understanding of the needs of the community and is expected to be an example for other agencies to organize similar activities. According to him, this kind of festival does not always have to depend on the local government budget (APBD) because collaboration with various elements such as the business world, education, and the community is able to support its implementation. The Head of the Sukabumi City Social Service added that the implementation of the D'Social Festival aims to provide space for PPKS, including people with disabilities, so that their existence gets recognition from the community. Through this activity, the government not only provides awards in material form, but also opportunities

for participants to appear on a bigger stage, thereby strengthening the government's role in empowering and encouraging inclusivity in Sukabumi City.

The direct impact of this collaboration can be seen in increasing the accessibility and inclusivity of public services for people with disabilities. Sign language training for public service staff, for example, demonstrates the application of *the shared motivation* element in *Collaborative Governance*, where parties share a vision to create more responsive services. Increasing the capacity of public service officers also reflects the importance of investment in human resources, as explained in Edward III's policy implementation theory (1980), that the success of implementation is highly dependent on the competence of implementers. In addition, direct impacts such as improved communication between the disability community and service providers demonstrate the achievement of *immediate outcomes* within the framework of *Collaborative Governance*. This is in line with the findings of research by Ansell and Gash (2008), which show that the impact of collaboration often arises from increased relationships between the actors involved. In this context, people with disabilities feel more confident in accessing services due to the existence of disability-friendly facilities and staff who are skilled in communicating.

The small wins in this collaboration, such as the ease of accessing administrative documents through sign language interpreters or the implementation of Social Festivals, illustrate early achievements that can increase motivation to continue collaborating. Mintzberg's theory of organizational change (1979) explains that small successes can strengthen commitment and increase trust between parties in a cooperation. In addition, *these small-wins* show that the designed program is able to have a real impact even on a small scale, as revealed by Bryson, Crosby, and Stone (2006) that the success of collaboration can be measured through incremental impact on the target community. However, this collaboration is inseparable from obstacles, such as budget limitations and initial communication barriers. In the theory *of Collaborative Governance*, this challenge reflects the need to increase *capacity for joint action* which includes resources, formal structures, and communication processes. Mintzberg (1979) emphasized the importance of formal structures, such as a Memorandum of Understanding (MoU), to ensure clarity of the roles and responsibilities of each party. In this case, the absence of an MoU is an obstacle in formalizing the collaboration, even though efforts are being made to compile it.

Other obstacles, such as the lack of ongoing training for staff, indicate the need to increase *adaptive capacity* in collaboration. Zimmerman (1995) stated that the long-term success of collaboration depends on the ability to learn from constraints and adapt strategies to overcome them. Adaptations made to overcome obstacles, such as proposing programs from the beginning of the year to be included in budget planning, reflect the principle of *deliberative adaptability* in *Collaborative Governance*. This adaptation allows the program to run more effectively and shows that collaboration is not only responsive to challenges but also proactive in preventing similar problems in the future. In addition, periodic program evaluations and adjustments to public service procedures reflect a data-driven approach to improving effectiveness. This evaluation is in line with the concept of *feedback loops* put

forward by Emerson et al. (2012), where evaluation plays an important role in ensuring that the change in strategy is truly in accordance with the needs of the target community.

This analysis shows that the impact and adaptation in the collaboration between the Sukabumi City Social Service and PD Nasyiatul 'Aisyiyah reflects the application of the principles of cross-sector collaboration theory. The positive impacts felt, such as increased inclusivity of services and small successes such as Social Festivals, demonstrate the effectiveness of this collaboration in creating real change. However, some challenges such as budget constraints and lack of formal structure require further attention to improve the sustainability of the program. With the right adaptations, such as strengthening formal structures through MoUs and ongoing training, this collaboration has the potential to be an effective model in creating inclusive and empowering public services.

CONCLUSION

This research reveals the implementation of public service collaboration between the Sukabumi City Social Service and PD Nasyiatul 'Aisyiyah as an effort to respect, protect, and fulfill the rights of people with deaf disabilities. The results of the study show that this collaboration contributes significantly to the improvement of accessibility and inclusivity of public services in Sukabumi City, where 1) Collaboration Dynamics is formed through the common goal between the Social Service and PD Nasyiatul 'Aisyiyah, namely empowering people with disabilities to be more independent. This alignment of vision is supported by open communication and trust built through intensive cooperation. However, the involvement of persons with disabilities in the program planning process is still limited, which suggests that participation rates need to be increased to ensure the relevance of the program to the needs of the target community. 2) Collaboration Actions, namely various concrete actions, such as sign language training, Social Festivals, and plans to open Kedai Sunyi, reflect the collaborative commitment to increase empowerment and inclusivity. Sign language training is a strategic step to improve the communication skills of public officials, while economic empowerment programs such as Kedai Sunyi provide job opportunities for people with deaf disabilities. The success of this program is measured through participant feedback, target achievement, and direct impact felt by the disabled community. 3) Impact and Adaptation, where the direct impact of this collaboration includes increasing the confidence of people with disabilities in accessing public services, ease of communication with service officers, and more disability-friendly facilities. The obstacles faced, such as budget constraints and initial communication barriers, were overcome through strategy adaptations such as careful annual planning and efforts to prepare *a Memorandum of Understanding* (MoU). This adaptation reflects the collaborative commitment to continuously improve the effectiveness of the program.

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