Collaborative Governance in Realizing An Inclusive Workforce for People with Disabilities to Achieve Sustainable Development Goal’s

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Abstract. The number of workers with disabilities in public and private institutions continues to increase. However, this number has not met the quota target as stipulated in the law on people with disabilities. Therefore, attention from government agencies, the private sector, and other stakeholders is needed. Collaborative governance is often expected to be able to solve complex policy problems and support the creation of sustainable development. This paper aims to explain the stages of collaborative governance in realizing an inclusive workforce for people with disabilities to achieve sustainable development goals in the Special Region of Yogyakarta. This study used a qualitative descriptive design. Data collection was carried out by observation, in-depth interviews, and literature study. The results showed that the collaboration of stakeholders involved in realizing an inclusive workforce was needed. Collaboration has been carried out with the manpower office as the main actor although in its implementation it is still not aimed at achieving the same interests. At the initiation stage, the collaborative process carried out is not yet based on a clear cooperation framework and action plan from each stakeholder. Although there have been deliberation efforts made, they have not succeeded in creating an effective working group and building consensus to achieve inclusive workforce. In addition, the partnership that has been formed has not encouraged stakeholders to jointly evaluate the progress that has been made in cooperation. Thus it can be concluded that collaborative governance in realizing an inclusive workforce for people with disabilities has been implemented but has not yet reached the stage of being able to build a strong framework of cooperation and create broader support for this cooperation.

Keywords: Collaborative governance, inclusive workforce, people with disabilities, sustainable development goals

1. Introduction
Every country must carry out the global development agenda in the context of sustainable development. In Indonesia, the goals of Sustainable Development Goals (SDGs) are contained in Presidential Regulation Number 59 of 2017 concerning the Implementation of Achieving the Sustainable Development Goals, namely in order to sustainably improve the economic welfare of the community, maintain the sustainability of social life, maintain environmental quality and develop...
inclusive and implementing governance that is able to maintain the improvement of the quality of life from one generation to the next. Development is said to be sustainable when economic, social, environmental and government objectives are in harmony. High economic growth must be accompanied by even income society and not by exploiting natural resources and destroying the environment.

Persons with disabilities (PWDs) have the same rights in state life. This has been regulated in Law Number 8 of 2016 concerning Persons with Disabilities. One of the rights listed in Article 11, namely the Right to Work, Entrepreneurship, and Cooperatives. Article 53 paragraph (1) of the Law obliges the Government, Regional Government, State-Owned Enterprises and Regional-Owned Enterprises to employ at least 2 percent of PWDs from the number of employees or workers. Article 53 paragraph (2) requires private companies to employ at least 1 percent of PWDs from the number of employees or workers. In addition, Article 145 also contains criminal sanctions and fines for those who obstruct and / or prohibit PWDs from obtaining the right to work. The maximum imprisonment is two years and a maximum fine of 13,465 USD.

Data from the Manpower Office for 2019, shows that the number of workers with disabilities in government agencies, state-owned / regional-owned enterprises, and the private sector continues to increase. Recorded in 2017 the number reached 4,286 people. This amount accounts for 0.90 percent of the total workforce in Indonesia. Meanwhile, in 2018 there was an increase to 4,537 people or 0.96 percent of the total workforce in Indonesia [1]. The number has indeed increased, but the number of workers with disabilities has not met the quota target for disabled workers as regulated in Law No.8 Article 53 of 2016 Article 53. Whereas according to the findings of the International Labor Organization, if PWDs are involved in the development process, they have the potential contributing to gross domestic product (GDP) by 3-7 percent [2]. Therefore, serious efforts are needed to improve the quality of PWDs, so that they have the potential in the formal and informal sectors. The attention of all government agencies, the private sector, and other stakeholders is needed so that these needs can be met.

Based on the 2018 Basic Health Research, Indonesian Ministry of Health, the Special Region of Yogyakarta ranks third as one of the provinces with the highest proportion of people with adult disabilities in Indonesia. The top five provinces in Indonesia with the proportion of adults with disabilities aged 18-59 years are the highest in Central Sulawesi (40.6%), second in South Sulawesi (33.6%), the third in Special Region of Yogyakarta (33.2%), fourth is West Sulawesi (32.4%) and fifth is Southeast Sulawesi (28.9%) [3].

Since 2012, the Special Region of Yogyakarta Government has issued a policy to support the fulfillment of the rights of PWDs, especially in obtaining a job. This is stated in the Special Region of Yogyakarta Regional Regulation Number 4 of 2012 concerning Protection and Fulfillment of the rights of PWDs. In order to fulfill the rights of PWDs, the Special Region of Yogyakarta Government through the Special Region of Yogyakarta Manpower and Transmigration Office has made various efforts. One of the efforts made is providing skills training for PWDs so that they can enter the job market or do business independently [4]. Economic empowerment for PWDs is carried out in two ways, namely intrapreneurship and entrepreneurship. Through intrapreneurship, it means preparing workers with disabilities to have the ability and skills to enter the labor market. Meanwhile, entrepreneurship empowerment is to prepare PWDs through business education or training so that they are able to establish independent businesses.

The regulation emphasizes the need for the involvement of all stakeholders in fulfilling the rights and needs of PWDs. Collaborative governance is often expected to be able to solve complex policy problems [5]. However, based on several studies it has been found that realizing ‘collaborative advantage’ is often very difficult given the many actors, organizations and interests that must be managed. Collaborative governance is increasingly seen as a proactive policy instrument, whereby collaborative strategies can be implemented on a larger scale and extended from one local context to another [6]. Nevertheless the collaboration process is less than optimal, cause the lack of private companies and state agencies participation in employing PWDs though there are quota policies (2%
for public and 1% for private industries) [7]. Based on the background of the above problems, the authors are interested in researching the collaborative governance process in achieving an inclusive workforce for PWDs to achieve the goal of sustainable development in the Special Region of Yogyakarta. Several studies related to inclusive workplaces have been more related to the management of PWDs workers [8]. In addition, it is also about how digital technology is able to break down traditional barriers in communication, interaction, and access to information for PWDs [9]. Collaborative governance can be drawn from a wide variety of practice and research areas in public administration [10]. So this research is important to add insight, especially about the collaborative governance process, especially in realizing an inclusive workforce for PWDs.

2. Method

This research used qualitative methods with a descriptive approach. Determination of research subjects was done purposively. The data collection methods used were in-depth interviews, observation and documentation [11]. Data validity check were source and method triangulation. The data analysis technique used in this research was qualitative data analysis interactives model [12].

3. Finding and Discussion

Discussions about how Collaborative Governance in Realizing An Inclusive Workforce for PWDs to Achieve SDGs in the Special Region of Yogyakarta will be discussed using collaborative governance process as proposed by Morse & Stephens [13], which consists of: assessment, initiation, deliberation, and implementation.

3.1. Assessment Stage

The need for collaboration has been stipulated in the Special Region of Yogyakarta Regional Regulation Number 4 of 2012 concerning the Protection and Fulfillment of the rights of PWDS. The regulation also emphasizes the importance of involvement of all stakeholders in fulfilling the rights and needs of PWDs. To achieve this goal, so far the Special Region of Yogyakarta Manpower and Transmigration Service has made efforts to collaborate with related stakeholders. The Special Region of Yogyakarta Manpower and Transmigration Service acts as a leading actor while other stakeholders are the Social Service, Integrated Rehabilitation Center for Persons with Disabilities, private companies, non-governmental organizations such as the Center for Improving Qualified Activity in Life of People with Disabilities (CIQAL), welfare workers Social Districts, and the PWDs group.

Based on this explanation, the assessment of the initial conditions that will determine the success of the collaboration and the reasons for the need for collaboration is very strong. This is supported by the existence of regulations at the regional level [14]. To achieve the fulfillment of the rights and needs of PWDs, collaboration of related stakeholders is very necessary. Based on the history and experience of the cooperation that has been carried out by the Special Region of Yogyakarta's Manpower and Transmigration Service, it is the main actor. One of the dynamic discussions about collaborative governance focuses on the importance of the role of the leader in collaborative governance [15]. The main actor in this case can be said to be the leader. Meanwhile, other actors participating in the collaboration include non-governmental organizations, private companies, and the PWDs group. Although the cooperation of related stakeholders has been carried out, however in its implementation this cooperation has not been based on an agreement to achieve common goals. Each stakeholder is still guided by their respective goals. Based on the results of interviews conducted, the encouragement of private companies to employ employees with disabilities is based more on meeting the quota regulations for workers with disabilities, not aimed at fulfilling the rights and needs of disabilities.

So it can be concluded that some focus in the assessment process at this stage, namely: is necessary collaboration, are preconditions in place, who are the stakeholder, and who might fill key roles (sponsor, convener, and facilitator) have been evident in this stage. The main prerequisite needed for
collaboration, namely building a network, has been found in the collaborations that have been carried out by the labor agency with private companies, NGOs, Integrated Rehabilitation Centers for Persons with Disabilities, District Social Welfare Workers, & PWDs groups. However, it was found in the field that this was not based on the achievement of the common goal of fulfilling the rights and needs of PWDs.

3.2. Initiation Stage
The Special Region of Yogyakarta Manpower and Transmigration Office has initiated cooperation, which is carried out through routine skills training activities for PWDs and non-disabled. This activity is included in the Operational Plan for the Implementation of Physical Activities. For financing comes from the Regional Expenditure Budget which is adjusted to the needs. The Operational Plan for the Implementation of Activities contains the stages of implementation and action at each stage of the implementation of the activities of the Regional Apparatus, which is equipped with the weight and schedule for the implementation of each action and the stages of the activity.

The training was conducted on a group basis. In several districts in the Special Region of Yogyakarta to the sub-district level there are already PWDs groups. This makes it easier for the group mechanism to be given training. The training provision mechanism is based on the existing needs of PWDs. Requests for training came from proposals for disability groups in each region. The disability group produced a proposal that was endorsed by the Village Head. The proposal is submitted to the Special Region of Yogyakarta Manpower and Transmigration Office for further selection process. Selection is carried out because of the large number of proposals submitted each year, so it needs a priority scale.

After the disability group that will be given training passes the selection, a location check will be carried out to see the conditions of the PWDs, whether they are still able to be trained to be productive or not. In addition, the assessment of the feasibility of business premises for groups with disabilities after being given training. In July 2019, a skills training for persons with physical disabilities was carried out in the field of food processing (see Table 1). Activities were held for 6 groups with 5 members for each group. The group came from Bantul Regency and Sleman Regency. The training was held for 6 days in the form of debriefing both theory and practice. The training materials include business motivation, business planning and simple bookkeeping. In addition, there are also materials on product innovation and marketing from instructors and practitioners.

The Special Region of Yogyakarta Manpower and Transmigration Office has been collaborating with various parties in skills training for PWDs. Practitioners and observers of disabilities who are included in this empowerment program both as resource persons and training mentors include training instructors from the Special Region of Yogyakarta Manpower and Transmigration Service, and the Job Training and Productivity Development Center for the Special Region of Yogyakarta [16].

Table 1. List of People with Disabilities in Economic Empowerment Training 2019

| No. | Name               | Address                       |
|-----|--------------------|-------------------------------|
| 1   | Wahyu Mulat Widodo| Sedayu, RT. 053, Argosari, Sedayu, Bantul |
| 2   | Yusup Cahyo Dhadhari| Jaten, RT. 040 Argosari, Sedayu, Bantul |
| 3   | Waljiyo            | Surobayan RT. 009 Argomulyo, Sedayu, Bantul |
| 4   | Wahyu Slamet       | Tapen RT. 016, Argosari, Sedayu, Bantul |
| 5   | Sareh Hartono Nosareh| Sungapan Dukuh RT. 064 Argodadi Sedayu, Bantul |
| 6   | Jumariyam          | Jogonalan Kidul, RT.04 Tirtonirmolo, Kasihan, Bantul |
| 7   | Sri Rahayu         | Gonjen RT. 02 Tamantirto, Kasihan, Bantul |
| 8   | Suliyem            | Gonjen RT. 02 Tamantirto, Kasihan, Bantul |
| 9   | Tumijan            | Jogonalan Kidul, RT.04 Tirtonirmolo, Kasihan, Bantul |
| 10  | Yuman Sutaniaji    | Glondong, RT. 01 Tirtonirmolo, Kasihan, Bantul |
| 11  | Wignyo Sudarto     | Bulus Wetan RT.002 Sumberagung, Jetis, Bantul |
| No. | Name             | Address                                                                                      |
|-----|------------------|--------------------------------------------------------------------------------------------|
| 12  | Sutijono         | Bulu RT.003 Trimulyo, Jetis, Bantul                                                        |
| 13  | Darini           | Nogosari RT 006, Sumberagung, Jetis, Bantul                                                |
| 14  | Supomo           | Pule RT.004, Sumberagung, Jetis, Bantul                                                     |
| 15  | Jayadi           | Bulus Wetan RT.002, Sumberagung, Jetis,Bantul                                             |
| 16  | Istirochah       | Turgo RT/RW 006/003 Purwobinangun, Pakem, Sleman                                         |
| 17  | Hanif Adhi Pratama | Watuadeg, RT 001 RW 019 Purwobinangun, Pakem, Sleman                             |
| 18  | Purwanto         | Candi RT/RW 004/013 Purwobinangun, Pakem, Sleman                                         |
| 19  | Eka Tias Safitri | Tritis RT/RW 001/001 Purwobinangun, Pakem, Sleman                                        |
| 20  | Agus Eko Suyadi  | Tegal Sembung RT 03 RW 35, Purwobinangun, Pakem, Sleman                                   |
| 21  | Siti Badriyah    | Gondang RT/RW 002/025 Banyurejo, Tempel, Sleman                                          |
| 22  | Rofingah         | Nglengis RT/RW 005/026 Banyurejo, Tempel, Sleman                                          |
| 23  | Mariyem          | Tangisan RT/RW 004/010 Banyurejo, Tempel, Sleman                                         |
| 24  | Tiyah Kamsiah    | Tangisan RT/RW 004/010 Banyurejo, Tempel, Sleman                                         |
| 25  | Sariyanti        | Karang RT/RW 003/024 Banyurejo, Tempel, Sleman                                           |
| 26  | Maryanti         | Kemban RT/RW 003/019, Wonokerto, Turi, Sleman                                             |
| 27  | Retna Ningsih    | Manggungsari RT/RW 004/012, Wonokerto, Turi, Sleman                                       |
| 28  | Tri Endriyani    | Kopen, Becici RT/RW 004/023, Wonokerto, Turi, Sleman                                    |
| 29  | Sudarmono        | Banyurip, Jambusari RT 004 RW.015, Wonokerto, Turi, Sleman                             |
| 30  | Purnama          | Garongan RT/RW 001/018, Wonokerto, Turi, Sleman                                          |

Source: Office of Man Power and Transmigration Yogyakarta Province, 2019

Based on data obtained in the field, the initiation stage has been carried out by the Special Region of Yogyakarta Manpower and Transmigration Office after the clarity of regulations that require collaboration and hope for successful collaboration. In this stage, the Special Region of Yogyakarta Manpower and Transmigration Office plays the role of organizer and sponsor of skills training for PWDs. As noted by Torfing, collaborative innovation exploration can be chosen as a way for public and private stakeholders to solve cooperation problems [17]. This network-based collaboration can be expected to increase skills, ideas, energy and resources between government and its partners across institutional boundaries and in the non-profit and private sector. This is done by involving relevant stakeholders such as the Integrated Rehabilitation Center for PWDs, Social Services, District Social Welfare Workers, Non-Governmental Organizations and PWDs groups. The design of the skills-giving process also has a mechanism as defined. So at this stage, questions such as how to frame the issue, how to engage stakeholders, who or what else is needed, and what kind of process have appeared in the cooperation of related stakeholders.

One of the efforts made to fulfill the rights and needs of PWDs is through the provision of skills so that PWDs are able to achieve independence or increase their competence so that they can be absorbed in the workforce. In this case, the Special Region of Yogyakarta Manpower and Transmigration Office has involved relevant stakeholders. Each stakeholder has a role to play in fulfilling the rights and needs of persons with disabilities in work. However, in this initiation stage, the cooperation process carried out by related stakeholders is not yet based on a clear framework of action and action plans from each stakeholders.
3.3. Deliberation Stage
The Special Region of Yogyakarta Manpower and Transmigration Office has conducted dialogue and cooperation with related stakeholders. One of them is the Integrated Rehabilitation Center PWDs related to the handling of PWDs. The Integrated Rehabilitation Center for PWDs has a duty as a technical implementer in social protection, social rehabilitation and medical rehabilitation for persons with sensory disabilities (blind and deaf speech), intellectual, physical, and disabled people. As a Technical Implementing Unit, its main task is to provide social, mental and psychological rehabilitation services for PWDs. These institutions carry out vocational training or skills training as an additional program.

However, the cooperation between the Rehabilitation Center and the Special Region of Yogyakarta Manpower and Transmigration Office is still very limited. Rehabilitation centers carry out rehabilitation programs for PWDs through vocational programs. Meanwhile, the skills training program is only an additional program. Thus the cooperation carried out is limited to providing training material. This is because each institution has the authority related to the disability empowerment program. The rehabilitation center conducts various skills training such as: massage, plantation for the blind, embroidery, batik, making brooms, mats for intellectual disabilities, processing snacks, computers, graphic design, sewing, electrical engineering for physical and deaf disabilities. Vocational training was carried out by inviting trainers from various fields such as disabled entrepreneurs and Community Empowerment Institutions. For sewing and massage training in collaboration with course institutions that issue certificates for PWDs who take training lessons.

Sub-district Social Welfare Workers have a role in monitoring training participants who have been provided with business capital in the form of production equipment. They are assigned to the sub-district level to the village level by monitoring and regularly reporting on the progress of the business run by the PWDs group. Kecamatan Social Welfare Workers have an important role in bridging information and communication with PWDs. This institution was formed through the Minister of Social Affairs Regulation Number 28 of 2018 to realize community participation and as the spearhead in the implementation of social welfare at the sub-district level.

At the deliberation stage, the stakeholders conduct a deliberation in which they will formulate how they will work together and what program criteria they will run. Competencies required at this stage are group facilitation, listening, consensus building, and interest-based negotiation. As stated by Morse and Stephen [13], several questions such as: how to develop effective working groups, what ground rules, how to invest options and decide, and how to facilitate mutual learning can be used to discuss this phase of deliberation. The Special Region of Yogyakarta Manpower and Transmigration Office has made a number of efforts by conducting cooperation and dialogue with stakeholders regarding their respective roles in skills training. In addition, it also provides guidance and socialization to companies in the Special Region of Yogyakarta regarding the quota for disabled workers. In this stage a meeting forum has been held between stakeholders who are involved in the cooperation although it is not routine in nature, only at the beginning of the activity implementation. Whereas a good collaborative process can be built through dialogue or face-to-face communication between stakeholders [18]. The deliberations held are also still limited in nature, have not led to how to create effective cooperation signs to achieve the goal of fulfilling the rights and needs of PWDs.

3.4. Implementation Stage
Economic independence for PWDs is important because job vacancies for PWDs are very limited. As stated by the Head of Placement and Job Expansion, the Special Region of Yogyakarta Manpower and Transmigration Office, skills training is aimed at encouraging the growth and development of an entrepreneurial spirit at PWDs [19]. Training in sewing, carpentry, animal husbandry and fisheries can be done at the Job Training Center. Apart from being encouraged to become independent entrepreneurs, PWDs are also prepared to become the professional workforce needed by companies.
For that it is necessary to prepare the competence so that it is easier to absorb employment opportunities. However, it turns out that the Vocational Training Center has not implemented any disability-friendly infrastructure.

The Yogyakarta Special Region Manpower and Transmigration Service has also encouraged a number of companies to comply with Law number 8 of 2016 concerning PWDs. At the beginning of 2019, there were only 20 companies that employed people with disabilities. Head of the Special Region of Yogyakarta Manpower and Transmigration Service, Andung Prihadi, argued that the provisions of Article 53 paragraph 2 concerning the 1 percent quota for employees with disabilities in reality have not met expectations [20]. So that on December 13 2018 the Manpower and Transmigration Office invited 16 private and industrial business organizations to sign a moral commitment from the business world and the Special Region of Yogyakarta to implement the provisions of the regulation [7]. The raising and signing of commitments from the business world and the industrial world were carried out by the Indonesian Chamber of Commerce and Industry, the Indonesian Entrepreneurs Association, the Association of Indonesian Hotels and Restaurants, the Association of Indonesian Women Entrepreneurs, the Association of The Indonesian Tours and Travel Agencies, the National Association of Simple Healthy Housing Developers, the Association Indonesian entrepreneur representatives from Yogyakarta. This signing is intended to increase awareness, understanding and commitment to increase productivity and implementation of Law Number 8 of 2016.

Based on data from early 2019, in the Yogyakarta Special Region there were only 20 companies that employed people with disabilities, including PT Mega Andalan Kalasan, PT Lezak Nasia Jaya, PT Adi Satria Abadi, Grand Quality Hotel, PT Sogan Jaya Abadi, PT Mataram Tunungal Garment, PT Eagle Glove Indonesia, PT Sport Glove Indonesia, Sheraton Mustika Ratu, PT Arib Westa Kusuma, PT Id Studio, PT Sungchung Indonesia, PT Budi Makmur Jaya Murni, Kenji, PT IGP Internasional, PT Busana Remaja Agracipta, Mandiri Craft Foundation, PT Ameya Living Style, PT Komitrando Emporio, and PT Kyara Beauty Med. Chairman of the Indonesian Employers with Disabilities Association, Bambang Susilo, admitted that there are still few companies in the Special Region of Yogyakarta that employ people with disabilities [joglosemarnews.com]. This is reinforced by Masykur Isnan's statement, May Bank Indonesia's Industrial Relations, that the awareness of companies in the Special Region of Yogyakarta to absorb workers from people with disabilities is still low. According to him, this was caused by a number of factors, including minimal socialization from related agencies and companies that were considered not ready to implement the regulation. The reason why companies have not implemented Law No.8 of 2016 is due to difficulties in recruiting workers with disabilities, lack of information regarding institutions that supply workers with disabilities, and also factors from PWDs themselves who feel uncomfortable working in companies. Apart from this, based on interviews with several PWDs, their families do not support them in their work because they are worried about their safety. Sanctions for violating institutions have not been enforced, because the supporting infrastructure for employing people with disabilities is not widely owned by institutions.

The Sleman Regency Manpower Office and Sanata Dharma University held a Job Fair The Path of Future 2019 on September 7 - 8, 2019 (see figure 1). It was recorded that there were 2.215 job vacancies from 40 companies including vacancies for PWDs. The Job Fair with the Vocational School of Gadjah Mada University was also held on October 8-10, 2019. In this Job Fair, one of the criteria for a company that is needed is a company that has vacancies for PWDs. There are 12 companies that open vacancies for PWDs with 170 job vacancies. At the Job Fair, the role of Kerjabilitas as an intermediary greatly helped PWDs to find jobs. Kerjabilitas is a support institution in the form of an online platform and connects PWDs with companies or inclusive job providers. Through Kerjabilitas, PWDs will get information on job vacancies, how to make a good CV, tips in interviews, and they will even be delivered to companies that directly ask to find workers with disabilities. Kerjabilitas will also monitor whether one is accepted and where it is placed. This is as stated by the Kerjabilitas Account Executive, Sella Monika, that many PWDs who have higher education backgrounds even up to S2 are capable and deserving of work so they should be given opportunities [21].
Figure 1. Job Fair The Path of Future 2019
Source: harianjogja.com

Government Regulation Number 70 of 2019 concerning Planning, Implementation and Evaluation of the Respect, Protection and Fulfillment of the Rights of PWDs. This Government Regulation is an implementing regulation of Article 27 paragraph (3) of Law Number 8 of 2016 concerning PWDs. Planning, Implementation and Evaluation are carried out at the national and regional levels. At the regional level, the implementation is based on the Provincial or Regency / City Medium-Term Development Plan, or Regional Action Plan for PWDs. The Provincial Action Plan for PWDs is a development planning and budgeting document related to the Respect, Protection and Fulfillment of the rights of PWDs, which is the elaboration of the Master Plan for Development of Disabilities at the regional level.

Focus Group Discussion on the preparation of Regional Action Plans in the context of protecting and fulfilling the rights of PWDs was held on Tuesday, 23 October 2018 at the Hall of the Special Region of Yogyakarta Social Service. The FGD was carried out based on the suggestions and initiatives of the Committee for the Protection and Fulfillment of the Rights of PWDs [22]. This is in accordance with one of the duties of the committee, namely to provide suggestions, considerations and recommendations to local governments, district / city governments, Regency / City Regional People's Representative Council in making policies related to the protection and fulfillment of the rights of persons with disabilities. Parties invited to the FGD were program / activity planning elements from 16 Regional Work Units in accordance with the mandate of the Regional Regulation. However, not all were present, along with the functional social workers of the Yogyakarta Social Service and members of the Committee for the Protection and Fulfillment of PWDs’ Rights. The objective of the FGD implementation is to encourage regional work units to be more effective and optimal in implementing the mandate of the regional regulation by preparing a program / activity plan and budgeting that is responsive to PWDs.

On 2 November 2018, a Regional Action Plan Development Meeting was also held at the Office of the Disability Committee on Protection and Fulfillment of PWDs Rights [23]. The meeting was attended by representatives of disability committees in districts / cities in the Yogyakarta Special Region and other institutions concerned with disabilities. As stated by Setia Adi Purwanta, Chairman of the Committee, this meeting was held because PWDs have not felt any significant changes after the passing of the Law [7]. So it is hoped that the Regional Action Plan can be completed immediately and bring positive changes to the fulfillment of PWDs rights.
CIQAL together with the Muhammadiyah Community Empowerment Council, and the Yogyakarta Independent Legal Ad Institute have initiated a Seminar on the Draft Regional Action Plan as the Implementation of the District / City Level Disability Perspective SDGs on September 17, 2019 [24]. The activity held by the Forum for the Strengthening of the Rights of Persons with Disabilities was not only attended by PWDs but also human rights activists. This aims to encourage local governments to have a strong commitment to inclusive development to realize the SDGs. This can be achieved primarily through the provision of jobs, transportation infrastructure, roads and access to information.

The implementation stage has been carried out after an agreement between stakeholders has been made in carrying out the collaboration process. In this stage of implementation, various parties have involved supporting each other, including designing governance, monitoring the progress of agreements and evaluating results, as well as other efforts related to the establishment of a partnership relationship. Several questions related to this stage, including: who will do what, how to broaden support, what kind of governance structure, and how to monitor progress have been answered. However, the cooperation and partnerships that have been well established among stakeholders have not been able to create a strong synergy to evaluate the results together, because the cooperation carried out is often incidental.

4. Conclusion
Collaborative governance in realizing an inclusive workforce for people with disabilities has been implemented but has not yet reached the stage of being able to build a strong framework of cooperation and create broader support for this cooperation. At the assessment stage, collaboration has been carried out with the Office of Manpower and Transmigration Special Region of Yogyakarta as the main actor although in its implementation it is still not aimed at achieving the same interests. At the initiation stage, the collaborative process carried out is not yet based on a clear cooperation framework and action plan from each stakeholder. Although there have been deliberation efforts made, they have not succeeded in creating an effective working group and building consensus to achieve inclusive workforce. The partnership that has been formed has not encouraged stakeholders to jointly evaluate the progress that has been made in cooperation.

Based on the results of these conclusions, several recommendations are given as follows: collaboration among stakeholders should be encouraged to achieve an inclusive workforce for PWDs; it is necessary to formulate a clear framework and action plan for establishing cooperation; guidance and outreach to companies in Special Region of Yogyakarta regarding the quota for workers with disabilities should be increased; and enforcement of sanctions against companies that do not apply a quota for workers with disabilities.

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