
Difabel Mart as a Form of Collaborative Governance Regime (CGR): the Development of Disability-owned MSMEs in Wonosobo Regency

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Abstract

Difabel Mart represents a tangible implementation of the Collaborative Governance Regime (CGR) in the effort to empower disability-owned micro, small, and medium enterprises (MSMEs) in Wonosobo Regency. This collaboration involves 23 informants from local government, the private sector, and disability organizations who collectively build an inclusive business ecosystem. The study aims to analyze the dynamics of collaboration, joint actions, and outcomes achieved through a descriptive qualitative approach. Data were collected through interviews, observations, and documentation, and were tested using credibility, transferability, dependability, and confirmability measures. The data were then analyzed using the CGR framework, supported by the Capability Approach and the Disability as an Asset perspective. The findings reveal that Difabel Mart has successfully increased the income of disability-owned MSMEs, expanded market access, and delivered significant social impacts, including shifting societal perceptions of people with disabilities and boosting their self-confidence. The government's role in providing facilities and training, coupled with private sector contributions through CSR programs, has been pivotal to this success. However, challenges such as bureaucratic hurdles, limited disability-friendly infrastructure, and inadequate digital marketing skills hinder the program's full optimization. Difabel Mart serves as a model of inclusive economic empowerment and a symbol of cross-sector synergy, effectively addressing social stigma and economically empowering people with disabilities. This model holds potential for replication in other regions to achieve broader and more sustainable impacts.

Keyword: Difabel Mart, Collaborative Governance, Disability MSMEs, Economic Empowerment.

1. Introduction

Law Number 8 of 2016 of the Republic of Indonesia on Persons with Disabilities aims to recognize, respect, and protect the existence of persons with disabilities as an integral part of society, ensuring they have equal rights and potential. One of the key focuses of this law is the empowerment of persons with disabilities, particularly in fulfilling their economic rights. This

includes access to employment opportunities, business ventures, capital, training, and mentorship programs, all of which are designed to promote their independence and enhance their contribution to the national economy.

The implementation of this law involves the collaboration of the central and regional governments, civil society, and the private sector. The synergy among these stakeholders is essential to ensure that the rights of persons with disabilities are protected, that they are safeguarded from exploitation and discrimination, and that they receive equal opportunities. The active role of the government as the primary enforcer, along with the support of society and the private sector, is crucial in realizing the protection and fulfillment of the fundamental rights of persons with disabilities.

Table 1 MSME Data in Indonesia

The Number Of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia	68 Million MSME Entrepreneurs	Source: The Cordinating Ministry for economic Affairs of the Republic of Indonesia, MSME Sector 2023 https://www.ekon.go.id/publika-si/detail/5318/dorong-umkm-naik-kelas-dan-go-export-pemerintah-siapkan-ekosistem-pembiayaan-yang-terintegrasif
MSMEs' Contribution to Gross Domestic Product (GDP)	61% or IDR 9.580 Trillion	Source: The Cordinating Ministry for economic Affairs of the Republic of Indonesia, MSME Sector 2023 https://www.ekon.go.id/publikasi/detail/5318/dorong-umkm-naik-kelas-dan-go-export-pemerintah-siapkan-ekosistem-pembiayaan-yang-terintegrasif
The Number of MSMEs Owned by Person with Disabilities in Indonesia	22,82 Million MSME Entrepreneurs	Source: The Cordinating Ministry for economic Affairs of the Republic of Indonesia, MSME Sector 2023 https://www.rri.co.id/umkm/521930/kemenkopukm-ajak-penyandang-disabilitas-optimalkan-teknologi-digital
Contribution of Disability-Owned MSMEs to Gross Domestic Product (GDP)	IDR 3.216 Trillion	Processed Data Based on Previous Figures

Source: secondary data processed, 2024

Based on Table 1 Above, MSMEs serve as the main pillar of economic development in Indonesia, contributing 61% of the Gross Domestic Product (GDP), equivalent to IDR 9.580 trillion, with a total of 68 million units in 2023. Among them, MSMEs managed by persons with disabilities account for 22.82 million units or 33.56 % of the total MSMEs in Indonesia. The contribution of disability-owned MSMEs to GDP is estimated at IDR 3.216 trillion. This data highlights that disability-owned MSMEs play a significant role not only in the local economy but also in driving national economic growth.

However, disability-owned MSMEs face challenges in business development. One of the main obstacles is the lack of optimal marketing strategies, preventing them from reaching a wider market share (Atika, 2024). These MSMEs often struggle to grow and compete due to limited access to resources, inadequate business networks, and insufficient development infrastructure (Ilham et al., 2024). Additionally, persons with disabilities are often perceived as having limited opportunities to develop their products, achieve financial independence, and gain proper access to economic participation (Pratiwi and Rahmi, et al., 2024).

The entrepreneurial opportunities available to persons with disabilities in Indonesia are heavily influenced by education, access to technology (including digital literacy), vocational training, place of residence, and type of disability (Rahimi et al., 2023). This is exemplified by a disabled entrepreneur who struggled as an online reseller due to a lack of technological knowledge (Biorxiv n2, 2024). This challenge persists despite the fact that the digital economy has proven to be a powerful driver of economic prosperity (Nopiah & Islami, 2022).

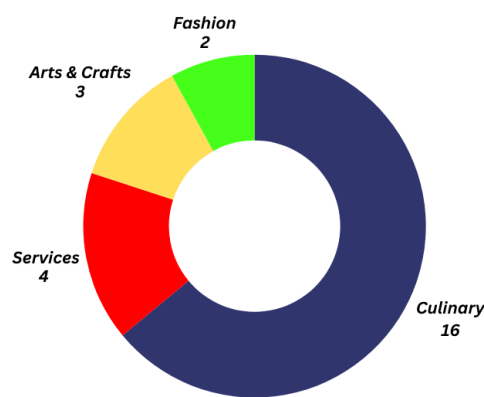
This successful utilization of the digital economy is demonstrated by '*Difa City Tour* or Ojek Difa' in Yogyakarta (Nopiah & Islami, 2022). Ojek Difa is a public service initiative run by person with disabilities in Yogyakarta, offering five main services: transportation, city tours, massage therapy, cargo delivery, and moving services. The presence of 'Ojek Difa' has had a significant positive impact on the social and economic well-being of persons with disabilities.

Beyond digital technology, training programs for fostering innovation among persons with disabilities have also been instrumental in expanding market opportunities. For instance, visually impaired entrepreneurs have transformed ordinary doormats into cartoon-themed doormats, which are now successfully marketed through online platforms (Atika, 2024). This demonstrates that providing accessible vocational training, internet access, and business support can greatly enhance the success of disability-owned enterprises.

Reflecting on studies and data regarding disability-owned MSMEs, it is evident that collaborative efforts among various stakeholders-government, private sector, and the disabled community-are crucial in advancing disability entrepreneurship. These collective efforts should focus on addressing key challenges such as marketing strategies, access to resources and infrastructure, and the lack of productive opportunities to ensure the sustained growth of disability-owned MSMEs.

In Wonosobo Regency, disability-owned MSMEs play a vital role in fostering economic independence among persons with disabilities. Field findings indicate that there are 25 disability entrepreneurs operating in four sectors; culinary, arts, and crafts, fashion, and service. The culinary sector dominates, with 16 business owners, showcasing its strong potential in the food and beverage industry. The service sector ranks second, with 4 business owners, followed by arts and crafts with 3 entrepreneurs and fashion with 2 entrepreneurs. This distribution of these sectors is illustrated in Figure 1 Bellow.

NUMBER OF DISABILITY-OWNED MSMEs IN WONOSOBO REGENCY



TOTAL: 25 DISABILITY-OWNED MSME ENTREPRENEURS
SOURCE: FIELD FINDINGS

Figure 1 Number of Disability-Owned MSMEs in Wonosobo Regency

Based on initial observation of the existing conditions, it was found that persons with disabilities who are members of the Indonesian Association of Women with Disabilities (HWDI) in Wonosobo Regency aspire to gain recognition and added value, similar to what has been achieved by persons with disabilities, with some even maintaining negative stigmas.

Additionally, HWDI revealed that disability-owned MSMEs in Wonosobo Regency continue to face significant challenges, such as limited digital marketing skills, restricted networking access, and difficulties in obtaining capital. Despite these obstacles, disability entrepreneurs remain determined to achieve independence through their businesses. Therefore, they hope for greater attention and support to enhance their skills, expand their networks, improve infrastructure, and facilitate easier access to capital.

Disability-owned MSMEs in Wonosobo Regency face major challenges; social stigma that perceives them as a burden and limitations in business development, including insufficient digital marketing skills and restricted access to financial resources. The Wonosobo Regency Government has demonstrated its commitment through Regional Regulation No. 1 of 2015 on the Protection of the Rights of Persons with Disabilities and Regional Regulation No. 5 of 2016

on the Human Rights-Friendly Regency. These regulations reaffirm Wonosobo's commitment to human rights, including support for person with disabilities.

Based on the above explanation, the main issue that arises is the suboptimal empowerment of disability-owned MSMEs due to limited access to training technology, market networks, and capital. In addition, the persistence of negative societal stigma toward persons with disabilities continues to hinder the development of their economic potential. Therefore, the presence of Difabel Mart serves as a crucial intervention—a collaborative model that warrants further analysis to determine how effectively it addresses these challenges and fosters an inclusive business ecosystem.

2. Theoretical Review

Recognizing the crucial roles of the government, society, and the private sectors, the concept of Governance is widely acknowledged in public administration. Governance is often associated with government, management, which currently encompasses both public and private sector administration (Putri et al., 2024). As governance practices continue to evolve, this concept has expanded over time, incorporating various actors and institutions, beyond the government itself. The scope of governance studies has developed further, giving rise to concepts such as network governance and collaborative governance (Putri et al., 2024).

Governance studies are essential because, in empowering people with disabilities at the local government level, a strong public policy framework is needed—one that emphasizes bottom-up participation, inclusivity, effective inter-institutional coordination, and continuous evaluation. Without governance, government operations would become autocratic and bureaucratic, resembling office-bound administration (government without governance). Conversely, without government involvement, external interactions would turn governance into a market-driven mechanism (governance without government) (Yunanto, 2021).

Governance studies are positioned within the framework of collaborative governance, emphasizing stakeholder collaboration in developing disability-driven MSMEs. Collaborative Governance is widely defined as the involvement of various stakeholders—both from government institutions and non-government entities—in policy making, programs, or operational activities, as the share mutual dependence on resources (Dwi Phitaloka & Sri Wibawani, 2023). The Collaborative Governance approach serves as an instrument to address challenges that are difficult to resolve individually, as these challenges become shared responsibilities within the framework of collaboration. (Rahmadevi & Hertati, 2024).

Collaboration among stakeholders facilitates intensive communication and productive discussions, aimed at achieving mutual benefits. These stakeholders include individuals, groups, and institutions that influence shared interest (Hertati & Arif, 2022). Collaborative governance has been proven to be an effective approach in addressing complex issues that exceed the capacity of single-sector organization (Tommy, 2023).

The empowerment of disability-owned MSMEs cannot be separated from the dynamic interactions among various actors, including the state, the private sector, and civil society organizations. In this context, the theory of Collaborative Governance Regime (CGR) serves as the primary analytical framework for this study. To strengthen this approach, two additional and contemporary theoretical perspectives are employed: the Capability Approach as developed by (Bhagal-Nair *et al.*, 2024), and Disability as an Asset within the framework of Critical Disability Studies (CDS), as articulated by (Mauksch & Dey, 2024).

These three approaches complement each other and provide a robust conceptual foundation to explain collaborative processes, the enhancement of individual capabilities, and the redefinition of disability within the context of MSME development in Wonosobo Regency.

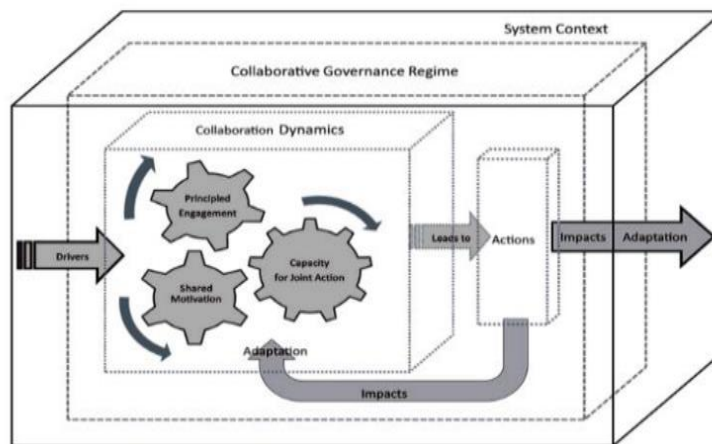


Figure 2 Collaborative Governance Regime (CGR) Model

Source: Emerson dan Nabatchi, cited in (Rahmadevi & Hertati, 2024)

The Collaborative Governance Regime (CGR) Model by Emerson dan Nabatchi, as cited in (Rahmadevi & Hertati, 2024), consists of three key variables:

a) Collaborative Dynamics

This factor is influenced by three main components: shared motivation, principled engagement, capacity for joint action. These elements drive the collaboration process and ensure effective stakeholder participation.

b) Action Within Collaboration

This variable determines the success of collaboration as it represents the core stages where multiple sectors work together toward a common goal. Effective coordination and synergy among stakeholders are crucial in this phase.

c) Impact and Adaptation of Collaborative Dynamics Outcomes

Based on the previous two variables, collaboration results can have either positive or negative impact on its sustainability. Therefore, stakeholders involved must be able to adapt and respond accordingly to these outcomes to ensure continuous and effective collaboration.

The Capability Approach, as outlined in the study by (Bhagal-Nair et al., 2024), emphasizes that an individual's well-being cannot be measured solely by income or utility, but rather by the person's capabilities to do or become what the value in life. In the context of disability, this approach is particularly relevant as it highlights that inequality is not merely a result of physical impairments, but is often rooted in social structures and policies that restrict the choices and opportunities available to persons with disabilities.

Thus, empowerment should not be limited to economic access, but must also include the creation of an environment that enables freedom of action. In this study, the Capability Approach is used to examine the extent to which Difabel Mart provides space for disability-owned MSMEs to expand their freedoms-through access to training, market networks, and the meaningful development of entrepreneurial capacity.

Meanwhile, the Disability as an Asset approach, as framed within Critical Disability Studies (CDS) and articulated by (Mauksch & Dey, 2024), shifts the perception of disability from burden to a productive social and economic asset. This approach emphasizes that persons with disabilities possess capacities, knowledge, and social value that can be actively contributed to economic activity.

In the context of Difabel Mart, this approach is highly relevant. Difabel Mart is not merely a marketplace, but an affirming space where persons with disabilities present their identities as producers, innovators, and equal economic actors. As such, Disability as an Asset reinforces their position as active subjects within structures of collaboration and development

By integrating the frameworks of Collaborative Governance Regime (CGR), the Capability Approach, and Disability as an Asset, this study argues that the empowerment of disability-owned MSMEs cannot rely solely on top-down interventions or passive assistance. It requires cross-sector collaboration, the creation of enabling environments that support agency, and a paradigm shift that positions disability as a source of strength. This integrated approach serves as a conceptual lens for understanding Difabel Mart as a socially inclusive model rooted in collaboration.

3. Research Methodology

This study aims to explore the collaboration between the Wonosobo Regency government, the private sector, and disability organizations in developing disability-based MSMEs. A qualitative descriptive method is employed, using the Collaborative Governance Regime (CGR) theoretical framework to understand the dynamic of collaboration, joint actions, and the outcomes resulting from cross-sector cooperation. The qualitative research method was chosen because it is an approach that seeks to understand and explain the meaning of a phenomenon in its natural context (Niam et al., 2024).

Qualitative data were collected through observation, in-depth interviews, and documentation (Niam et al., 2024). The sampling technique applied is non-random sampling, specifically

purposive sampling and snowball sampling, which serve as the primary techniques for determining research subjects (Rokhamah et al., 2024). The key informants in this study include local government officials, disability MSME entrepreneurs, disability organization such as HWDI and IDW, and the general public.

The informants in this study consisted of 23 individuals representing various stakeholder groups. Ten informants were disability-owned MSME actors, divided into two sectors: culinary (5 individuals) and handicrafts (5 individuals). All of them are persons with disabilities who have operated their businesses for more than one year. From disability organizations, two informants were selected from the Indonesian Association of Women with Disabilities (HWDI) and the Wonosobo Disability Association (IDW), both representing communities actively engaged in advocacy and capacity-building efforts.

In addition, five informants came from local government institutions involved in programs or policies directly related to persons with disabilities and the development of MSMEs. To complement the societal perspective, five consumers who had visited Difabel Mart were also interviewed to assess public reception toward entrepreneurs with disabilities.

This composition of informants reflects the diversity of perspectives essential to the Collaborative Governance Regime (CGR) approach, in which multi-actor engagement is key to producing inclusive policies and empowerment practices. Each group's input contributes to a comprehensive understanding of the collaborative dynamics, as well as the challenges and opportunities faced by disability-owned MSMEs.

To ensure data validity, multiple validation techniques were used, including credibility test, transferability tests, dependability tests, and confirmability test (Sugiyanto 2021; Megheirkouni and Moir 2023). Data analysis was conducted using the Miles and Huberman analysis model, as cited by (Siti Syamsiah Renny Tounbama et al., 2021). The analysis aims to identify collaborative patterns, challenges, and emerging opportunities in the development of disability MSMEs in Wonosobo Regency.

4. Result and Discussion

Difabel Mart is a concrete outcome of cross-sector collaboration involving the Wonosobo Regency Government, the private sector through CSR programs, and disability organizations such as the Ikatan Disabilitas Wonosobo (IDW). Using the *Collaborative Governance Regime* (CGR) theory, this collaboration can be analyzed through three main dimensions: collaborative dynamics, joint actions, and the outcomes of collaboration.

4.1 Collaborative Dynamics

The establishment of Difabel Mart began with IDW's advocacy to the local government regarding the need for an economic empowerment center for persons with disabilities. The government responded by providing a strategic location at Taman Rekreasi Kaliaget. This dynamic highlights IDW's role as the main driving force, successfully bridging the needs of the disability

community with government policies. It demonstrates the importance of community organizations in initiating collaborative initiatives.

Principled engagement played a crucial role in this process. All parties involved-IDW, the government, and the private sector-shared the same vision: to create sustainable and inclusive economic empowerment. This shared principle was realized through a mutual understanding of integrating the needs of the disability community into government policies while leveraging the private sector's role as the main supporter of infrastructure development. With this shared principle, each party clearly understands their role and contribution, resulting in a more solid collaboration.

The involvement of the private sector further strengthened this dynamic. For instance, AirNav contributed IDR 50 million through its CSR Program to fund the construction of Difabel Mart facilities. Additionally, the Wonosobo Regency Government, in collaboration with the Central Java Provincial Government, supported the initiative through promotional facilitation and training programs to enhance the capacity of disabled MSME entrepreneurs. This step proves that synergy between the private sector and the government can generate significant positive impacts.

Shared motivation is another key element that sustains this collaboration. IDW is motivated to fight for the economic rights and access of the disability community, while the government views this program as a concrete step toward implementing inclusive policies and supporting regional economic development. On the other hand, private sector entities like AirNav see this collaboration as part of their corporate social responsibility (CSR), contributing positively to their corporate image. This alignment of motivations ensures that all parties involved have mutually reinforcing interests in the collaboration.

Although the collaboration has been progressing well, its dynamics are not without challenges. One major obstacle is the bureaucratic process in managing government budgets, which sometimes delays program implementation. Additionally, cross-sector communication remains suboptimal, posing a challenge that must be addressed to achieve more effective synergy. However, with a strong commitment from all stakeholders, these challenges can be overcome to achieve more inclusive and sustainable economic empowerment.

In this context, the capacity for joint action is crucial in overcoming various obstacles. IDW demonstrates its capacity as the main driver through its strong community network and effective advocacy skills. The government provides support by allocating a strategic location, facilitating training programs, and promoting disability MSME products. Meanwhile, the private sector, such as AirNav, contributes funding and infrastructure development.

4.2 Joint Actions

Difabel Mart functions as a marketing center for disability-based MSME products. The products marketed include various types, such as traditional foods, handicrafts, and massage service. IDW acts as the primary manager, ensuring smooth operations, including financial management,

inventory control, and promotion. Meanwhile, the Wonosobo Regency Government provides full support through skill training programs, digital marketing, and facilitation of access to capital. The integration of IDW with the Wonosobo Regency Government is realized through a collaborative team, effectively strengthening the disability-based MSME group, leading to competitive advantages and improved customer service (Wiehenbrauk, 2010).

The Central Java Provincial Government also supports the promotion of ‘Difabel Mart’ through various provincial-level events, expanding the market reach of local Wonosobo Products. Additionally, the private sector contributes significantly, such as electricity subsidies from BAZNAS and the provision of product storage equipment like freezers from Balai Kartini. The synergy between these various actors creates an inclusive business ecosystem, allowing disability-based MSMEs to compete in a broader market.

However, there are several challenges in implementing joint actions. Disability-based MSMEs face difficulties in product packaging, branding strategies, and limited access to digital marketing. These issues highlight the need for a more holistic approach to supporting entrepreneurs, not only in operational aspects such as production and distribution but also in long-term capacity building, including intensive training, branding assistance, and access to business mentors.

4.3 Collaboration Outcomes

The existence of Difabel Mart has had a significant impact, both economically and socially. The economic impact can be seen in Figure 3 below.

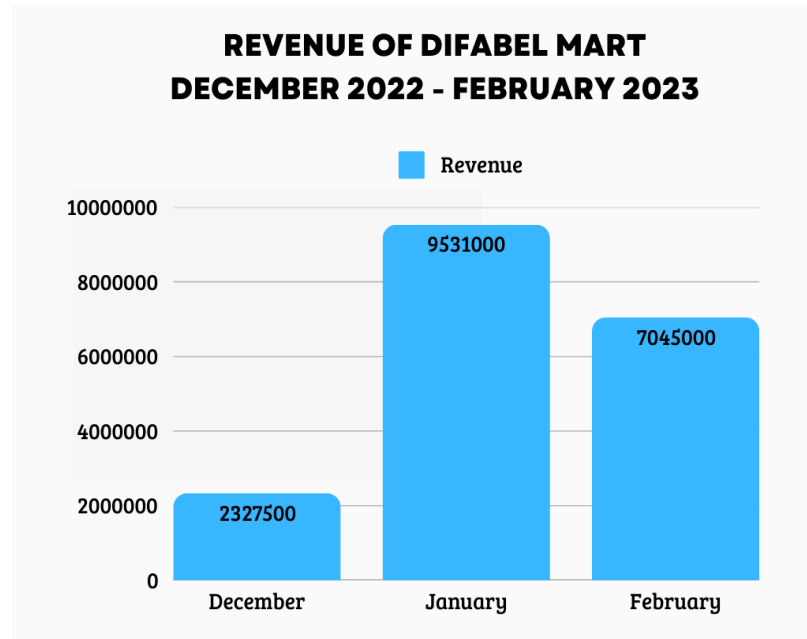


Figure 3. Difabel Mart Revenue From December 2022 to February 2023
Source: Field Data Finding from Difabel Mart

Based on figure 3, economically, Difabel Mart's revenue experienced a substantial increase, starting at IDR 2.3 million in December 2022, surging to IDR 9.5 million in January 2023, before slightly declining to IDR 7 million in February 2023. This increase indicates growing income for disability-based MSME entrepreneurs at Difabel Mart. Promotional support provided by the Wonosobo Regency Government and disability organizations has also contributed to expanding the market for Difabel Mart products.

This includes tourist visiting Kalianget Recreation Park. This is particularly important given that tourists traveling by large buses to Dieng must transit and take a short break at Kalianget Recreation Park before switching to smaller buses. Difabel Mart is the only shopping spot in the area, making it convenient for tourist to buy Wonosobo souvenirs or simple purchase snacks and drinks for their journey. This demonstrates that Difabel Mart not only benefits disability-based MSME entrepreneurs but also efficiently meets the needs of tourists.

From a social perspective, Difabel Mart has successfully changed public perceptions of people with disabilities. Previously seen as unproductive, they are now recognized as independent entrepreneurs who contribute to the local economy. Additionally, the existence of Difabel Mart has increased self-confidence among disability-based MSME entrepreneurs, as they feel valued and regarded as an integral part of society. However, to ensure sustainability, several challenges need to be addressed. The lack of fully disability-friendly facilities is a major concern, particularly in ensuring comfort and accessibility for all MSME entrepreneurs.

Furthermore, suboptimal promotional strategies and limited digital skill development remain barriers that need immediate resolution to enable MSME products to compete in a broader market. By continuously enhancing synergy between the government, the private sector, and local communities, Difabel Mart has great potential to become an inspirational model for inclusive economic empowerment. The presence of Difabel Mart is also expected to provide on going benefits not only for people with disabilities but also for the general public and tourists visiting Wonosobo.

Previous studies have shown that disability-based MSMEs face significant challenges in business development, particularly in marketing strategies that have yet to reach a wider market. This is also evident at Difabel Mart, where entrepreneurs struggle to strengthen branding and optimize digital marketing. Focuses training support on capacity building is urgently needed to help them become more competitive. Another frequently encountered challenge is limited access to resources, support networks, and adequate infrastructure.

This condition is relevant to the situation faced by disability-based MSMEs in Wonosobo Regency, where the lack of modern packaging equipment and connection to digital markets remains a primary obstacle. Therefore, cross-sector collaboration involving the government, private sector, and disability organizations can be a solution to overcoming these limitations, particularly through the provision of job training, access to technology, and funding. Another

factor influencing the business opportunities for people with disabilities includes education, technology access, job training, and disability type.

In the context of Wonosobo Regency, it is evident that entrepreneurs who have access to technology-based training tend to be more capable of developing their businesses to those who have not received similar support. For example, some MSME entrepreneurs unfamiliar with digital technology face significant challenges in marketing their products online. This highlights the importance of digital literacy training to increase business success opportunities.

The success of utilizing the digital economy can also be observed from various technology-based initiatives, such as public service managed by people with disabilities in other regions. Such business models demonstrate that technology can have a significant impact on social and economic well-being. Difabel Mart can learn from these models by leveraging online platforms to expand its market and enhance consumer engagement.

In addition to utilizing technology, innovation training to create value-added product is also a crucial factor. For instance, creative products developed by disability-based entrepreneurs in other regions have successfully attracted a broader market due to innovative touches and appropriate marketing strategies. This serves as a valuable lesson that training should not only focus on basic skills synergy between these three elements has a tangible impact on increasing the capacity and market opportunities for disability-based MSMEs in Wonosobo Regency.

This collaboration plays a crucial role in empowering MSMEs, supporting the findings of previous studies (Margono et al., 2024). With strong collaboration, disability-based MSMEs can grow more rapidly, improve the economic well-being of people with disabilities, and create an inclusive model that can be applied in other regions. Thus, better access to job training, technology, and digitally-based MSMEs. Difabel Mart has proven that cross-sector collaboration can be an effective approach, but continuous efforts are still needed to address existing challenges and create greater opportunities for disability-based entrepreneurs.

4.4 The Impact of Difabel Mart on Key Stakeholders

a. Impact on Persons with Disabilities

Difabel Mart has had a direct impact on improving the economic well-being of persons with disabilities by increasing business turnover, expanding market access, and enhancing self-confidence. Disability-owned MSMEs that previously marketed their products on a limited scale now have access to a strategic promotional platform and receive training support to improve business capacity. Furthermore, direct interaction with tourists helps broaden their social networks and provides valuable experience in professional and organized entrepreneurship.

b. Impact on the Government

For the Wonosobo Regency Government, the establishment of Difabel Mart supports the region's vision as a Human Rights-Friendly District and serves as a tangible implementation of regional

regulations concerning persons with disabilities. Difabel Mart stands as a concrete example of how the government can act as both a facilitator and collaborator in socio-economic programs, while also strengthening the positive image of the region among citizens and visitors. This involvement further reinforces the government's position as a responsive and adaptive actor in addressing socially inclusive development challenges.

c. Terhadap Stakeholder lain (Swasta, Masyarakat, dan Lembaga Nonprofit)

Private sector entities such as AirNav, BAZNAS, and Balai Kartini have been given the opportunity to implement meaningful Corporate Social Responsibility (CSR) programs. These initiatives strengthen the synergy between businesses and the disability community. For the general public, Difabel Mart serves as a medium for social education, reshaping public perceptions of disability, and fostering inclusive interaction. Meanwhile, for support organizations such as IDW and HWDI, the program strengthens their strategic role in advocacy and community development

5. Conclusion

Difabel Mart is a tangible manifestation of the implementation of the Collaborative Governance Regime (CGR) in the development of disability-owned msme in Wonosoobo Regency. Cross-sector collaboration involving the local government, the private sector, and disability organizations such as the Ikatan Disabilitas Wonosobo (IDW) has created an inclusive and sustainable business ecosystem. This collaboration serves as evidence that synergy among stakeholders can generate innovative solutions that are relevant to local needs.

From the perspective of collaboration dynamics, IDW's role as the initiator and main driver highlights the importance of community organizations in designing collaborative initiatives that address local needs. The Wonosobo Regency Government and the private sector have also made significant contributions, including the provision of facilities, promotion, training, and financial support. This demonstrates that the success of the Difabel Mart initiative is inseparable from the trust and commitment of all involved parties.

In terms of joint actions, Difabel Mart has successfully become a marketing hub for disability-owned MSME products, encompassing a variety of local goods. The synergy between the government, private sector, and disability community organizations has created a positive impact on disability entrepreneurs. However, challenges remain, such as limitations in product packaging, branding, dan digital marketing. Continuous evaluation of this collaboration is necessary to address these operational challenges.

Regarding collaborative outcomes, Difabel Mart has had a significant economic impact, as evidenced by a consistent increase in revenue from December 2022 to February 2023. Socially, it has succeeded in changing public perceptions of persons with disabilities, boosting their self-confidence, and strengthening social inclusion. Additionally, Difabel Mart has made it easier for

tourist to access local souvenirs, reinforcing its role as an integral part of the local tourism ecosystem.

Difabel Mart stands as a tangible example and model of inclusive economic empowerment that not only uplifts persons with disabilities but also contributes to the broader local economy. As an embodiment of the Collaborative Governance Regime (CGR), Difabel Mart underscores the importance of cross-sector synergy in creating sustainable and inspiring impacts for other regions. This cross-sector collaboration demonstrates that community-based economic empowerment can be effectively realized through the right approach and a sustainability-oriented vision.

Furthermore, Difabel Mart has demonstrated tangible impacts across multiple stakeholders. For persons with disabilities, it has led to increased income, improved business capacity, and enhanced self-confidence. For the government, the presence of Difabel Mart represents a pro-inclusive policy initiative and supports regional branding as a human rights-friendly district. Meanwhile, other stakeholders—such as the private sector and community organizations—are given opportunities for active participation through Corporate Social Responsibility (CSR) initiatives and community assistance. Thus, Difabel Mart not only generates local impact but also strengthens a socio-economic collaboration model that can be replicated in other regions.

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