



Local Government Management in Handling Disabilities

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Abstract

This study aims to analyze the role of the government in handling persons with disabilities in Sebatik Tengah District, Nunukan Regency, and to identify the supporting and inhibiting factors in its implementation. This research employs a descriptive qualitative approach with a quasi-qualitative format. Data were collected through interviews, observations, and documentation involving sub-district officials, village apparatus, Social Welfare Officers (TKSK), school representatives, health workers, and families of persons with disabilities. Data were analyzed using the interactive model of Miles and Huberman, which includes data condensation, data display, and conclusion drawing. The results show that the role of the Sebatik Tengah sub-district government in handling disabilities includes data collection, cross-sectoral coordination, and distribution of social assistance. However, strategic planning remains limited, public facilities are not yet fully disability-friendly, and program monitoring and evaluation have not been conducted systematically. Supporting factors include community solidarity, the active role of TKSK, and the availability of several disability-friendly facilities, while inhibiting factors consist of limited budget, geographical constraints, and persistent social stigma toward persons with disabilities. This study concludes that disability management in border areas requires stronger synergy among village, sub-district, and regency governments, supported by sustainable funding, improved capacity of local officials, and strengthened empowerment programs and inclusive education for persons with disabilities.

Introduction

The government is obligated to provide services to every citizen and resident to fulfill their basic needs. Furthermore, as stipulated in Article 28 (c) paragraph 1 of the 1945 Constitution, the government guarantees the right of all Indonesian citizens to a decent life without distinction of ethnicity, religion, or race. This provides everyone with the opportunity to develop themselves through the government's provision of basic needs. This self-development is specifically expected to provide broader opportunities, especially for people with disabilities, to increase their independence. This can be achieved through improved services and optimized fulfillment of rights for people with disabilities, from the central government down to the sub-district and even village levels (Hakim & Qurbani, 2025; CBRN, 2025; Nasution et al., 2026).

According to Article 1, paragraph 1 of Law Number 8 of 2016, persons with disabilities are individuals with physical, intellectual, mental, and/or sensory limitations that impact their participation in social life. Disabilities are divided into four types: physical, intellectual, sensory, and mental. In public services, persons with disabilities are entitled to special

treatment, both in access to basic services and supporting facilities. This is in accordance with Article 3, Point d, of Law Number 25 of 2009, which emphasizes that public services must be inclusive. The government guarantees equal rights for persons with disabilities, including fair access to public services.

Persons with disabilities still face obstacles in accessing various public services, such as population, education, and social services, provided by the government (ALMUTAIRI, 2025; Veerabathiran & Thomas, 2025; Syuib, 2025; Morte-Nadal & Esteban-Navarro, 2025). Based on the public service compliance assessment by the Indonesian Ombudsman as of 2022, service standards for people with special needs have not been optimally met (Wijayanti, 2024). Furthermore, the same article also states that persons with disabilities have the right to public services, which include two aspects: The right to assistance, the provision of easily accessible facilities at service locations without additional costs. The right to receive public services and receive fair and appropriate compensation without discrimination (Al-Dulaimi & Mohammed, 2026; Alon-Barkat et al., 2025; Xatse & Naong, 2025).

Efforts to fulfill basic needs for the community adhere to the principle of equal rights as citizens without distinction of physical condition, whether with disabilities or normal conditions (Ntinda & Reed, 2026; Partiah et al., 2025; Alghani & Rahmah, 2026). However, the continued lack of facilities and access for persons with disabilities is one factor that hinders the provision of basic services. The status of people with disabilities as individuals with disabilities creates a societal stigma that considers them to be incapable (Subu et al., 2018). This impacts the fulfillment of employment rights and other rights, which are not properly implemented, and are even very poor in some places.

The condition of people with disabilities is vulnerable to economic, health, and educational conditions (Jevtić et al., 2025; Rustamova et al., 2025; Lajeunesse, 2026). One factor that often contributes to this is the societal perception of people with disabilities as underdeveloped. This ultimately creates feelings of concern without recognizing that people with disabilities are also human beings and deserve equal treatment from the general public. Family and community support can provide people with disabilities with the confidence to grow and develop according to their abilities and skills. Therefore, the government needs to play a role in empowering and caring for people with disabilities through appropriate and integrated training, facilitation, and support. Improving the capacity and skills of people with disabilities is expected to change societal stigma by encouraging their motivation and innovation. This allows them to continue working as a form of self-confidence and independence (Anonymous, 2023). Fulfilling the rights of persons with disabilities is a shared responsibility, not only of the central government but also of local governments at the provincial and district/city levels. Nunukan Regency, as a border region with numerous challenges for persons with disabilities, has tasked the Social Affairs, Women's Empowerment, and Child Protection Agency with addressing this issue. However, limited resources mean that the agency's duties and functions cannot optimally cover the entire region. Therefore, optimizing the care of persons with disabilities requires the participation of relevant stakeholders, including sub-districts as the spearhead of Nunukan Regency Government services. One example is Sebatik Tengah Sub-district, which shares the largest land border with Malaysia on Sebatik Island.

Based on Nunukan Regent Regulation Number 60 of 2021, sub-districts play a role in facilitating and coordinating the handling of social welfare issues within their respective areas. One social welfare issue frequently raised concerns the handling of persons with disabilities, particularly regarding the fulfillment of their access and rights. The sub-district plays a strategic role in handling disability issues, serving as the spearhead of basic government services. This

strategic role must be based on sound analysis and planning. However, in its implementation, several issues and obstacles remain that hinder the sub-district's role in handling disability issues. One example is inadequate service facilities for people with disabilities, including access to public services such as facilities in government offices, educational institutions, healthcare facilities, and public places that are not disability-friendly (Das & Wani, 2026; Adjei et al., 2026; Nahula & Mubiru, 2026).

In general, several government offices currently have minimal facilities for people with disabilities, such as parking lots, special service counters for residents with disabilities, and dedicated restrooms for people with disabilities. One of these is the Sebatik Tengah Sub-district Office. Providing these facilities is an effort to meet the assessment criteria in the Public Service Performance Monitoring and Evaluation (PEKPP) conducted by the sub-district in 2023, representing Nunukan Regency in the sub-district category. One of the assessment criteria in the PEKPP is the availability of facilities and infrastructure for people with disabilities. This indicates that the sub-district's role in developing strategic steps to provide facilities and infrastructure for people with disabilities is still not optimal. The roles played by the Sebatik Tengah Sub-district regarding disability management to date include: Conducting data collection on persons with disabilities. Data collection was conducted in several villages within the Central Sebatik District. Coordinating and facilitating population administration services.

The district coordinated with the Population and Civil Registration Office of Nunukan Regency to provide population administration services, such as the issuance of Resident Identity Cards (KTP) and Birth Certificates. Coordinating and facilitating the provision of assistance to persons with disabilities in the Central Sebatik District. The district also coordinated with the Social Affairs, Women's Empowerment, and Child Protection Office of Nunukan Regency to provide assistance to persons with disabilities. Furthermore, Nunukan Regency currently only has one Special School (SLB), located in the regency capital, geographically separated from Sebatik Island. This limits access to education for people with disabilities, particularly in the Central Sebatik District. Based on data on people with disabilities in the Central Sebatik District from 2024, one person with a disability had attended a special school in Nunukan, 13 had attended or were currently attending formal elementary, middle, and high schools, and 40 had no access to education at all (either special school or formal school) (Central Sebatik District Disability List, 2024).

The number of people with disabilities in the Central Sebatik District is 52, according to data from the Social, Economic, and Social Welfare Section of the Central Sebatik District in 2024. These people are categorized as having physical disabilities (22), sensory disabilities (16), intellectual disabilities (7), and mental disabilities (22). Based on this data, the number of people with disabilities in Sebatik Tengah District is quite high, necessitating strategic efforts, including planning, implementation, and evaluation by the government in handling disability services. This strategic effort is based on Government Regulation Number 70 of 2019, which regulates the planning, implementation, and evaluation of respect, protection, and fulfillment of the rights of people with disabilities.

The role of government is crucial for the smooth running of management activities. Management is viewed from various perspectives in describing its functions, but it still shares the same goal: achieving organizational success. Management consists of various interrelated processes and stages that play a role in achieving organizational goals effectively and efficiently. Management functions are necessary to ensure optimal management of all organizational resources, thereby achieving established goals. Management functions within

an organization are essential, starting from the planning, organizing, implementation, and control stages to achieve these goals.

Research related to the role of the government, particularly sub-districts, in handling disability issues has been limited. One study related to the government's role in handling disability issues was conducted by (Marsitadewi, 2022) entitled "Analysis of the Government's Role in Fulfilling Employment Rights for Persons with Disabilities." This differs from the focus and problems in this study, which focuses on handling people with disabilities in general within a smaller scope, namely sub-districts, with the same variable: analysis of the government's role.

Furthermore, based on research conducted by Novita et al. (2024), entitled "Optimizing Collaborative Governance Management in the Basic Needs Fulfillment Program for Persons with Disabilities at the West Sumbawa Regency Social Service," the research focus was broader at the district level, focusing on Government Collaborative Management in Handling Disabilities in general. Furthermore, the research results of Fajar (2022) entitled "Implementation of Data Collection Rights as a Basis for Assessing the Fulfillment of the Rights of Persons with Disabilities to Social Welfare Rights in Bone Regency," the research focus was broader at the district level and focused on the government's role in implementing the fulfillment of data collection rights for persons with disabilities in an integrated manner.

This research focuses more on the role of the Sebatik Tengah District government in strategic efforts to address disabilities within the district, from the planning, implementation, and evaluation stages. Based on the previously presented data on persons with disabilities, it is clear that the majority of persons with disabilities do not yet have access to basic services such as population services, education, and health. Furthermore, the lack of special facilities for people with disabilities in the Sebatik Tengah District is also an interesting issue for the author to address. Based on the explanation of the aforementioned issues, the author sees a significant issue, namely the government's limited efforts to address basic disability services, particularly in fulfilling the rights of people with disabilities in the Sebatik Tengah District. Based on this, the author is interested in conducting research to determine the extent of the government's role in addressing disability issues in the Sebatik Tengah District, Nunukan Regency.

Methods

Research Approach and Type

This research was conducted to address the research problem related to the analysis of the government's role in handling disability in Sebatik Tengah District, Nunukan Regency. Therefore, to meet the research objectives, a method is needed that can analyze the government's role in handling disability in Sebatik Tengah District, Nunukan Regency. Therefore, this research uses a qualitative approach to obtain an overview of the analysis of the government's role in handling disability in Sebatik Tengah District. According to Bungin (2007:69), the format for qualitative research design includes: The qualitative research design is the researcher's own, so the researcher understands the research pattern to be conducted. The very diverse and case-specific nature of qualitative research problems makes it difficult to create a general research design, as qualitative designs tend to be case-specific. The diverse range of social sciences, thus having different objectives and interests in qualitative research. Qualitative research formats consist of three models: descriptive, verification-evaluative, and grounded theory. In this study, the author used a descriptive qualitative research design to explain the problems addressed in this study, which require in-depth research. This qualitative research method employed a descriptive qualitative research design with a quasi-qualitative format, similar to the quantitative descriptive design; this design is often referred to as pseudo-

qualitative. The design is still influenced by quantitative (deductive) traditions, particularly in the theoretical formulation of the data obtained.

Based on Fred R. David's analytical theory, presented in the study as a guideline for conducting research, descriptive qualitative research conducted by Soekanto aims to solve research problems through objects such as society, individuals, and others. Meanwhile, quasi-qualitative social research aims to critique the weaknesses of quantitative research. It also aims to describe and summarize various conditions and situations or phenomena of social reality in the community that is the object of research and attempts to bring reality to the surface as a characteristic, character, trait, model, sign, or depiction of the condition of a particular phenomenon through qualitative data. This research design is highly relevant to the issue of the government's role in handling disabilities in the Sebatik Tengah District, Nunukan Regency. This can assist researchers in describing the achievements of the disability management program in the Sebatik Tengah District. The selection of this quasi-qualitative research design format was used because the research was conducted in a very short time so that the data collected was in the form of simple qualitative data to be analyzed descriptively to obtain answers to the research.

Managing the Researcher's Role

The researcher's role is as a key instrument, acting as the researcher in the data or information collection process and in data interpretation, referring to observation and interview guidelines. According to Guba and Lincoln in Moleong (2009-169-172), humans as research instruments have the following characteristics: 1) Responsive; 2) Adaptable; 3) Emphasize integrity; 4) Grounded in knowledge; 5) Process data quickly; 6) Seize opportunities to classify and summarize; 7) Seize opportunities to seek unusual and idiosyncratic responses.

Because the researcher is the key instrument, it requires researchers to perform to the best of their ability in conducting analysis using known methods in accordance with the actual conditions of the problem being researched so that the methods used produce accurate answers. To support the research process, researchers also use additional instruments in the form of interview guidelines.

Research Location

Sebatik Tengah District, Nunukan Regency, North Kalimantan Province, is a land and sea border area directly adjacent to Malaysia. Consequently, community mobility is quite high, both through illegal and legal routes, and the number of people with disabilities in Sebatik District is quite high.

Data Sources

This study uses a descriptive qualitative research method. Therefore, the required data sources are qualitative data consisting of primary and secondary data, as described below: Primary data is data obtained directly from research subjects in the field through interviews and observations. The number of data sources or informants is adjusted to the data requirements. If the data can provide maximum information, it is considered sufficient to meet the research requirements for subsequent analysis. The selection of informants in qualitative research is based on the research problem and its needs. According to Bungin (2021:11), informant selection can be conducted in three ways: purposive sampling, quota sampling, and snowball sampling. The selection used by the researcher is a purposive sampling method, which involves selecting informants based on relevant criteria to answer the qualitative research problem. This

procedure has been involved in public service so that the information provided is related to the information that has been mastered by the informant.

Data Collection Techniques

The researcher used a descriptive qualitative method through a quasi-qualitative format, employing interview, participant observation, and documentation. These are described in more detail as follows: Interviews were conducted to obtain information for the research purposes from informants through a question-and-answer session conducted by the researcher. The researcher developed an interview guide containing questions to be asked according to each informant's role. The interview was conducted directly with informants whose presence was known as the researcher. In this study, the key informants were the Nunukan Regency Social Service for Women's Empowerment and Child Protection, the Sub-district Head, the Community Health Center, the Village Head, the School and community members, parents of persons with disabilities, and Social Welfare Workers, as well as Village Heads throughout Sebatik Tengah District and the disabled community in Sebatik Tengah District. Literature study/documentation method: This method examines history stored in documents such as letters, notes, reports, photographs, and other documents, including literature related to the research topic. This research uses official documents as a data source considering that this research is social research that explores management in strategic management.

Data Analysis Techniques

In conducting data analysis, the author referred to the data analysis techniques proposed by Miles & Huberman in Sugiyono (2017:132-137), which explain that qualitative data analysis in qualitative research continues continuously until completion, until the researcher reaches data saturation and is conducted interactively. The data analysis activities include the following stages: In this stage, the researcher collected qualitative data using literature studies, interviews, observation, and documentation, with the researcher acting as the key instrument. This stage occurs after conducting interviews and obtaining written data during the data collection process. The resulting data is then subjected to a data condensation process, which involves summarizing and sorting, focusing, and simplifying the data to key points through sharpening and classifying the data to identify themes and patterns that can be presented in a clear and consistent manner. In this stage, the condensed or reduced data is then presented in the form of a brief description by first systematically organizing the data. Data organization is carried out based on the research focus, by entering the analysis results into notes and explaining the findings from the data collected, whether through interviews or other qualitative data collection methods.

Result and Discussion

Government Role in Disability Management

The Head of Sebatik Tengah Sub-district stated that the sub-district government has conducted routine data collection on persons with disabilities through collaboration with the village and the Community Empowerment and Child Protection Team (TKSK). However, there is no specific action plan at the sub-district level.

"We have been collecting data on persons with disabilities every year, but there is no specific program plan from the sub-district; it's still limited to data reports." (Interview, Sebatik Tengah Sub-district Head, 2025)

The Head of Maspul Village added that the village only conducts data collection on residents with disabilities, without any targeted programs.

"We only record residents who have family members with disabilities, but there are no specific activities for them yet." (Interview, Maspul Village Head, 2025)

The Community Empowerment and Child Protection Team (TKSK) acts as a companion for persons with disabilities and a liaison with the Regency Social Services Office.

"If there are residents with disabilities who need assistance, I usually accompany them and forward them to the Social Services Office. So, I'm the liaison between the village and the district." (Interview, TKSK Sebatik Tengah, 2025)

The Head of Bukit Harapan Village stated that coordination with the sub-district only occurs when there are instructions regarding assistance.

"We only coordinate with the sub-district when there are instructions or assistance from the district; there is no dedicated team yet." (Interview, Head of Bukit Harapan Village, 2025)

The Principal of SDN 04 Sebatik Tengah stated that there has been no specific coordination regarding inclusive education.

"There has never been any specific coordination regarding children with disabilities. If there are students like that, we handle it ourselves to the best of our ability." (Interview, Head of SDN 04 Sebatik Tengah, 2025)

Implementation (Directing/Actuating)

The Head of Sungai Limau Village stated that the village government distributes social assistance in the form of basic necessities and cash, although not regularly.

"The village government has distributed basic food aid and cash assistance to families with disabilities, but not every year, depending on funding." (Interview, Sungai Limau Village Head, 2025)

The Community Health Center provides wheelchairs and special toilets, but according to families with disabilities, there are no accompanying staff.

"We have provided wheelchairs and special toilets at the Community Health Center, but there are no dedicated staff to assist patients with disabilities." (Interview, Head of Sebatik Tengah Community Health Center, 2025)

Schools try to accept children with disabilities, but facilities and accompanying teachers are lacking.

"We accept children with disabilities at school, but because there are no accompanying teachers, they sometimes have difficulty following the lessons." (Interview, Teacher at SDN 04 Sebatik Tengah, 2025)

The Sub-district Head stated that program evaluations are conducted incidentally, usually during visits from the district, and there are no specific indicators.

"Evaluations are not routine. Usually, when there are visits from the district, we collect data and report again." (Interview, Sebatik Tengah Sub-district Head, 2025)

The community confirmed that there has never been an evaluation forum involving people with disabilities or their families.

"There has never been a meeting or evaluation forum that invited families of people with disabilities, even though they know exactly what's needed on the ground." (Interview, Maspul Village Community Leader, 2025)

Supporting and Inhibiting Factors

Community support in the form of social solidarity for people with disabilities.

"The community here actually cares; if a person with a disability needs help, they often work together to help." (Interview, Community Leader, Bukit Harapan Village, 2025)

The existence of the Community Empowerment and Child Protection Team (TKSK), which actively supports families of people with disabilities.

"I always try to accompany them and help them apply for assistance to the district, so they are not neglected." (Interview, Community Empowerment and Child Protection Team, Sebatik Tengah, 2025)

The availability of several disability-friendly public facilities (the sub-district office, community health center, and three schools).

"The sub-district office and community health center have begun providing wheelchair access, so they are more accessible now." (Interview, Head of Sebatik Tengah Sub-district, 2025)

"Village funds are limited, so we can't create special programs for people with disabilities; at most, we only provide general assistance." (Interview, Maspul Village Head, 2025)

Geographical barriers, as access to education and health services in Nunukan Regency is quite far and expensive.

"If you want to go to Nunukan, the costs are very high. So sometimes parents give up and don't take their children for treatment or school." (Interview, Parent of a Person with a Disability, 2025)

The persistence of societal stigma against people with disabilities.

"Many residents still consider children with disabilities a disgrace to the family, so they don't want to be open about it." (Interview, Sebatik Tengah TKSK, 2025)

Impact of Disability Management Programs

Education: Some children with disabilities can attend formal schools, but most do not attend due to limited facilities and access.

"My child wants to go to school, but the school is very far away and there are no special teachers. If there were a special school here, it would be easier." (Interview, Parent of a Child with a Disability in Sungai Limau Village, 2025)

Health: The Community Health Center (Puskesmas) has provided wheelchairs and special toilets, but assistance services are still limited.

"We're grateful for the basic food assistance, but I hope it can be provided regularly, not just once a year." (Interview, Family of a Person with a Disability, 2025)

Economic and Social: Social assistance programs ease the burden on families, but they are not routine and do not include empowerment programs.

"If there were a dedicated staff member to accompany us to the Puskesmas, it would be a huge help. Now we have to take them ourselves." (Interview, Mother of a Person with a Disability, 2025)

Sebatik Tengah District is a sub-district in Nunukan Regency, North Kalimantan Province. Geographically, this area is located on Sebatik Island, which directly borders Malaysia. This border location makes for high community mobility, both through official and unofficial channels (routes). Sebatik Tengah District consists of four villages: Aji Kuning Village, Maspul Village, Bukit Harapan Village, and Sungai Limau Village. As a border area, Sebatik Tengah faces challenges in socio-economic development, particularly related to the provision of inclusive basic services for people with disabilities. Limited access to education, health care, and disability-friendly public infrastructure remains a major issue.

Based on data from the Social, Economic, and Social Welfare Section of Sebatik Tengah District in 2024, the number of people with disabilities in this area reached 52, as shown in Figure 2. The graph shows that the number of people with disabilities in Sebatik Tengah District reached 52. The largest categories are physical and mental disabilities, with 22 individuals each. Sensory disabilities came next with 16 individuals, while intellectual disabilities were the category with the smallest number, at 7 individuals. This pattern indicates that people with physical and mental disabilities are a dominant group requiring special attention in the planning of social and health service programs. Meanwhile, although the number of people with intellectual disabilities is relatively small, this group still requires differentiated interventions that emphasize intensive support.

In terms of education, the data shows that only one person with a disability has ever attended a special education school in Nunukan, 13 have attended or are currently attending regular schools, and 40 have not yet received any access to education. This situation reflects the limited access to inclusive and special education in Sebatik Tengah District, given that special education schools are only available in the district capital, which is geographically separated from Sebatik Island. Overall, this graph shows that although the number of people with disabilities in Sebatik Tengah District is relatively small in absolute terms, limited access to education and supporting facilities is a major obstacle to improving their quality of life. This underscores the need for the government to strengthen basic services and expand access to disability-friendly education and health care.

The availability of disability-friendly public facilities in Sebatik Tengah District remains limited. 2023 data show the following: The Sub-district Office has a dedicated parking lane and restrooms for people with disabilities. The Community Health Center provides wheelchairs and restrooms for people with disabilities. Schools: Of the nine schools, only three have accessible access. Village Offices: Of the four village offices, none are equipped with accessible facilities. Places of worship also do not provide facilities for people with disabilities.

Overall, despite initial efforts to provide basic access to several public services, people with disabilities in Sebatik Tengah District still face significant barriers in accessing government services, education, health care, and religious activities. This situation emphasizes the importance of collaboration between the sub-district government, village officials, educational institutions, health services, and relevant stakeholders to improve the fulfillment of the rights of people with disabilities as mandated by Law Number 8 of 2016 concerning Persons with Disabilities.

The Role of Government in Handling Disabilities

According to interviews with several sources, it was found that the government's planning process for handling disabilities, particularly in the Sebatik Tengah District, is not yet optimal. This is indicated by the absence of a Special Action Plan for Persons with Disabilities document at the sub-district level. The interview with the Head of Sebatik Tengah District revealed that the sub-district government has conducted routine data collection on persons with disabilities through collaboration with the village and the Community Empowerment and Child Protection Agency (TKSK). However, he acknowledged that there is no Special Action Plan for Persons with Disabilities document at the sub-district level, but instead refers to the district's annual program.

Village Head Maspul added that villages play a greater role in registering residents with disabilities, but there are no targeted programs that accommodate their needs. Compared to strategic management theory (David, 2014), the planning function should develop strategies, objectives, and performance indicators. In this context, planning remains administrative in nature (data collection and social assistance), thus failing to meet the principles of strategic planning. In terms of organization, interviews with the Community Empowerment Team (TKSK) of Sebatik Tengah District revealed that they act as advocates for people with disabilities and liaisons with the Regency Social Services. The Head of Bukit Harapan Village revealed that coordination with the sub-district only occurs when there are instructions regarding assistance. Meanwhile, the Principal of SDN 04 Sebatik Tengah stated that there has been no specific coordination regarding inclusive education, so the school has simply tried to adapt its facilities. According to Robbins & Coulter (2002), the organizing function includes the division of tasks and coordination across units. Interview findings indicate that coordination exists, but it is not yet structured and integrated, thus the sub-district government's role in organizing remains weak.

Several programs have been implemented. An interview with the Head of Sungai Limau Village stated that people with disabilities in his village receive social assistance in the form of basic food packages and cash assistance, although the amounts are limited. In terms of health services, the Community Health Center (Puskesmas) has provided wheelchairs and special toilets, but according to community beneficiaries, special services are not yet optimal. In management theory, directing encompasses motivation, communication, and program implementation (Griffin, 2005). Implementation in Central Sebatik has focused more on material assistance and administrative facilitation, but has not addressed the empowerment and independence of persons with disabilities.

Interviews with the Head of the Central Sebatik Sub-district revealed that evaluations have not been conducted systematically, often incidental during district visits. This is reinforced by community statements stating that there has never been a dedicated evaluation forum involving persons with disabilities or their families. According to McHugh (in Sule & Saefullah, 2005), controlling should ensure programs meet their objectives through ongoing monitoring and evaluation. In practice in Central Sebatik, the controlling function remains weak due to the lack of clear monitoring mechanisms and performance indicators.

Table 1. Summary of Interview Findings on the Role of Government in Handling Disabilities

Management Functions	Field Findings	Management Theory Analysis
Planning	Sub-district Head: Only data collection and participation in	According to David (2014), strategic planning must develop a vision, goals,

	district programs, no specific action plan. Village Head: Collects data on residents but no targeted programs.	strategies, and indicators. In Central Sebatik, planning is still administrative and short-term.
Organizing	TKSK: Mentoring is available, but cross-sector coordination is limited and incidental. Village Head: Coordination only occurs when assistance is received from the district. School: No specific coordination regarding inclusive education.	Robbins & Coulter (2002): Organizing involves task division and coordination. Field findings indicate sectoral and unstructured coordination.
Implementation	Sungai Limau Village Head: Social assistance is available but not routine. Parents with disabilities: Health center facilities are available (wheelchairs, toilets) but are not optimal. Schools: They try to accommodate but facilities are minimal.	Griffin (2005): Directing includes motivation, communication, and program implementation. Implementation in Central Sebatik tends to focus on material assistance, not empowerment.
Control	Sub-district Head: Evaluation is incidental, no specific indicators. Community: There is no evaluation forum involving people with disabilities.	McHugh (in Sule & Saefullah, 2005): Controlling must be systematic, with monitoring and evaluation. In Central Sebatik, control is still weak and unstructured.

The summary of interview results, as presented in Table 9, reveals a significant gap between field practice and management theory. In terms of planning, sub-district governments largely implement instructions from the district without independent action plans, while theory calls for a clear vision and performance indicators. In terms of organization, field findings indicate that coordination is only sectoral and incidental, while theory emphasizes the importance of integrated cross-sectoral coordination. Implementation also appears to be limited to social assistance and basic facilities. This aligns with statements from the community and village head that the program is primarily charitable, rather than empowering. In theory, direction should encourage the motivation and active participation of people with disabilities. Meanwhile, in terms of control, both the sub-district head and the community stated that evaluation has not been conducted systematically. This contradicts theory, which emphasizes the importance of continuous monitoring to ensure program success.

Supporting and Inhibiting Factors

Based on the interviews, several factors support efforts to address the needs of people with disabilities in Sebatik Tengah District. First, community support. Several village officials and community leaders emphasized that the community shows concern for people with disabilities, although this is still limited. This demonstrates the existence of social capital in the form of community solidarity, which, according to participatory development theory (Chambers, 1997), is a crucial factor in supporting government programs. Second, the existence of Sub-

district Social Welfare Workers (TKSK). Based on interviews, TKSK play an active role in assisting families with disabilities, assisting with access to social assistance, and connecting residents with relevant agencies. The presence of TKSK is a crucial asset in ensuring that people with disabilities continue to receive attention in social programs, despite limited resources. Third, despite their limited number, disability-friendly public facilities are available, such as parking lanes and restrooms at the Sub-district Office, wheelchairs at the Community Health Center (Puskesmas), and disability-friendly entrances at three schools. The presence of these facilities, although simple, is an initial step in supporting accessibility for people with disabilities in daily life. On the other hand, there are a number of significant inhibiting factors. First, budget constraints. The Head of Sebatik Tengah Sub-district emphasized that the sub-district budget is very limited, making it difficult to implement special programs for people with disabilities. These budget limitations align with public policy theory, which states that policy implementation is highly dependent on resource support, whether financial, human, or institutional (Grindle, 1980).

Second, geographical barriers. Central Sebatik's location as a border region relatively far from the district capital (Nunukan) presents a significant obstacle to accessing health, education, and population administration services. This geographic factor makes inclusive services difficult to access, particularly special education (SLB) and health rehabilitation services. Third, there is still a societal stigma against disability. An interview with the Village Head of Maspul revealed that some people still view people with disabilities as a burden on their families, not individuals who can be empowered. This aligns with findings in the field that most people with disabilities do not attend school because their families consider them "unnecessary." This stigma aligns with social inclusion theory, which states that the greatest barriers for people with disabilities are not only physical but also discriminatory attitudes from society (Barnes & Mercer, 2003).

Table 2. Supporting and Inhibiting Factors

Supporting Factors	Inhibiting Factors
Community support (social solidarity)	Limited sub-district budgets
The presence of active community-based support groups (TKSK)	Geographical barriers (difficult access to special needs schools and district services)
Several disability-friendly public facilities (sub-district offices, community health centers, schools)	Community stigma that still considers disabilities a burden

Table 2 shows that despite the presence of social and institutional support (TKSK), inhibiting factors remain far more dominant, particularly budgetary limitations and geographic access. Without specific policies and adequate funding, the sub-district government's role in addressing disability issues will be difficult to maximize. Interviews with school officials indicate that government programs related to education for people with disabilities in Central Sebatik remain limited. The principal of SDN 04 Sebatik Tengah stated that the school strives to accommodate students with disabilities, but supporting facilities such as access routes, accompanying teachers, and learning aids are not yet optimally available. As a result, only a small number of children with disabilities attend school, while the majority do not have access to formal education because parents find it difficult or impossible to transport their children to school. This aligns with the theory of inclusive education (UNESCO, 2009), which states that the success of inclusive education depends heavily on school readiness, both in terms of facilities and human resources. In the context of Central Sebatik, limited facilities mean that

the impact of educational programs remains minimal. From a health perspective, disability programs have improved access to basic services. The community health center in Central Sebatik has provided wheelchairs and disability-friendly toilets. This has made it easier for some people with disabilities to seek medical treatment. The positive impact is that people with disabilities have better access to healthcare services than before. However, the negative impact is the lack of specialized medical rehabilitation services, support staff, or health programs specifically targeted at disabled groups. According to public health theory (Green & Kreuter, 2005), equitable access to healthcare for vulnerable groups is one indicator of successful health development. In the case of Central Sebatik, the program's impact is still limited to the provision of basic facilities, not addressing comprehensive service aspects.

Disability management programs in Central Sebatik largely consist of social assistance from the district government through the sub-district. Some families with disabilities receive basic food packages or cash assistance. The positive impact is that social assistance can ease the economic burden on families with disabilities, especially in providing basic necessities. However, the negative impact is that this program has not been able to increase the economic independence of people with disabilities, due to the lack of skills training or specific empowerment programs. From a social perspective, the existence of the Community Empowerment and Developmental Health Centers (TKSK) and several disability-friendly public facilities have had a positive impact in increasing public acceptance of people with disabilities. However, interviews also revealed the persistence of stigma, with some families believing that people with disabilities do not need to attend school or work. This aligns with social empowerment theory (Zimmerman, 2000), which emphasizes the importance of not only material assistance but also capacity-building for vulnerable groups to become self-sufficient. In Central Sebatik, the program's socio-economic impact remains limited to charitable, not transformative.

Table 3. Impact of the Disability Management Program

Impact Aspects	Positive Impacts	Limitations/Negative Impacts
Education	Children with disabilities can attend several formal schools	Minimal facilities, no teacher support, most children do not attend school
Health	Easier access to community health centers with wheelchairs and special toilets	No rehabilitation services, specialized personnel, or disability health programs
Economic and Social	Social assistance eases the burden on families, demonstrating community concern	Bantuan tidak rutin, tidak ada program pemberdayaan, masih ada stigma sosial

In general, the impact of disability programs in Sebatik Tengah District remains limited. While there are positive impacts, such as access to basic education and healthcare, as well as social assistance, these are partial and unsustainable. Without systematic economic empowerment, inclusive education, and health rehabilitation programs, people with disabilities in Sebatik Tengah will continue to face structural and cultural barriers to improving their quality of life. Interviews with parents of people with disabilities in various villages in Sebatik Tengah District

revealed a number of fundamental needs and expectations regarding the government's role. These community voices are important because they reflect the families' firsthand experiences of facing limited services in border areas: First, the most frequently expressed hope was for closer access to inclusive education. Nearly all parents reported that transportation costs were the main barrier.

This aligns with the principle of inclusive education, as proclaimed by UNESCO (2009), which states that every child, including those with disabilities, has the right to access education without discrimination. Having a nearby school with inclusive facilities not only facilitates access but also improves the quality of life for families, providing opportunities for children to develop. Second, families hope for more sustainable social assistance. Currently, some families have received basic food assistance or cash assistance from the government, but this is not routine. A mother from Sungai Limau Village stated: Sustainable assistance is expected not only for basic needs, but also for education and health support. This expectation demonstrates a desire for the government to provide more than just a temporary presence, but to consistently support vulnerable groups.

Third, families also emphasized the importance of adequate access to transportation and health services. While wheelchair facilities at community health centers are considered helpful, the lack of support staff makes families feel they are still struggling. In the context of public health, this expectation demonstrates the need for human-centered services, not just the provision of physical facilities. Overall, the needs and expectations of families with disabilities in Central Sebatik underscore the importance of policies that prioritize accessibility, sustainability, and support for vulnerable groups. These expectations also align with SDGs goals 4 (quality education), 3 (good health), and 10 (reduced inequalities).

Relevance to Previous Research

Referring to previous research, the researcher attempted to compare and understand the results of previous researchers. The author conducted this research as a reference to enrich the author's study. Several previous studies served as references related to the government's role in handling disability issues, and this comparison draws on different theories.

In a previous study by Dian Novita, Ahmad Yamin, and Roni Hartono (2024) entitled "Optimizing Collaborative Governance Management in the Basic Needs Fulfillment Program for Persons with Disabilities at the West Sumbawa Regency Social Service," the findings revealed that the fulfillment of the rights of persons with disabilities has not been implemented effectively. The Social Service's handling requires collaboration between relevant institutions and a strong network to optimize the fulfillment of disability rights.

The previous research presented is similar or relevant to the author's research theme, particularly in addressing social issues, particularly the fulfillment of the rights of persons with disabilities. The difference lies in its focus on collaborative government management in handling disability issues. According to McHugh et al. in Sule, ET, and Saefullah, K (2005:5), management is a process carried out to achieve organizational goals through a series of activities, such as planning, organizing, directing, and controlling individuals and other organizational resources. Compared with s This study uses a qualitative approach to obtain an overview of the analysis of the government's role in handling disabilities in Sebatik Tengah District.

Conclusion

The role of sub-district governments in caring for people with disabilities is still limited to data collection and distribution of social assistance from the district. Management functions are suboptimal, as planning is administrative in nature without specific action plans, organization is limited to incidental coordination, implementation emphasizes material assistance, and control lacks clear evaluation indicators. Disability management is supported by community solidarity, the presence of TKSK (Community Service Teams), and disability-friendly facilities at community health centers and schools. However, inhibiting factors are more dominant, such as limited sub-district budgets, difficult geographic access, and social stigma. The positive impact of the program is seen in limited access to education, basic health facilities, and social assistance, but it remains partial and charitable, failing to significantly increase economic independence or reduce stigma.

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