

Research Article

Community Empowerment through Community Governance in the Development of Creative Markets

(A Case Study of the Ndonowati Tongue Market in Surabaya City)

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Abstract: This study examines the governance structure of Paguyuban Lidah Ndonowati and the development of Pasar Lidah Ndonowati as a community-based creative market in Surabaya, Indonesia, with a focus on the application of Edi Susanto's (2005) empowerment framework. The framework, consisting of pemungkinan (enabling), penguatan (strengthening), perlindungan (protection), penyokongan (support), and pemeliharaan (maintenance), is utilized to assess how the paguyuban has contributed to the empowerment of local entrepreneurs and the sustainability of the market. The findings indicate that while the paguyuban has successfully enabled market participation, strengthened entrepreneurial capacities, and protected local interests, challenges in achieving equitable resource distribution, active participation, and adaptation to change remain. This study highlights the critical importance of collaborative governance, inclusive participation, and adaptive governance in fostering the growth of creative economies in urban communities. The research also suggests areas for improvement, particularly in addressing disparities in access to resources and ensuring long-term sustainability. The results contribute to the understanding of community-based governance as a tool for promoting economic resilience and sustainable community development. Future research should explore ways to further enhance participation and adaptability within community-based creative markets to ensure their continued success.

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1. Introduction

The development of a community-based creative economy has become one of the strategic agendas of regional development in Indonesia, especially in urban areas (Rachmad & Sasongko, 2023). Local governments are encouraged to not only play the role of regulators, but also as facilitators who are able to create participatory spaces for the community in managing local economic potential in a sustainable manner (Sumiyati et al., 2023). The creative market is present as an important instrument that not only functions as a space for economic transactions, but also as a forum for social interaction, cultural expression, and local community empowerment. The city of Surabaya as one of the metropolitan cities in Indonesia shows quite progressive dynamics in the development of a community-based creative economy. Various people's market and creative market initiatives have emerged in response to the community's need for an alternative economic space that is more inclusive and equitable. One of the tangible forms of this initiative is the Lidah Ndonowati Market, which grew from the initiative of the local community by prioritizing the value of togetherness, local wisdom, and creativity of residents (Ginting et al., 2024). The uniqueness of the Ndonowati Lidah

Market lies in the role of the association as the main actor in market governance, which coordinates business actors, regulates operational mechanisms, and maintains the sustainability of market activities.

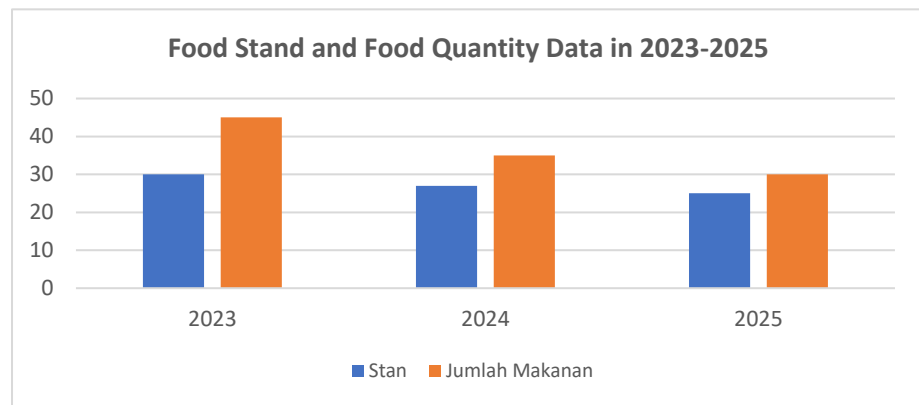
The existence of community-based creative markets is inseparable from various structural and managerial challenges (Kelvin et al., 2022). Many creative markets have experienced stagnation and even failure due to weak institutional governance, low capacity of community organizations, and lack of synergy between associations, business actors, and local governments. This condition shows that the success of community empowerment through the creative market is highly determined by how community governance is built, run, and developed adaptively to local social and economic dynamics. The research problem in this study departs from the reality that although the Lidah Ndonowati Market is able to survive and develop as a community-based creative market, there are still problems related to the effectiveness of community governance in encouraging optimal community empowerment (Adinugroho et al., 2023). Some indications of problems that arise include limited participation of members in decision-making, uneven increase in the economic capacity of business actors, and challenges in maintaining the institutional sustainability of the association in the midst of changes in the external environment. This raises fundamental questions about the extent to which the applied community governance is able to function as an instrument of community empowerment, not just as a technical manager of the market (Widiati & Permatasari, 2022).

As a community-based market, Ndonowati Market experiences dynamics in economic activities which is reflected in the number of traders' booths and the variety of culinary products traded every year. The existence of booths and variations of food types are important indicators in assessing the level of community participation and the sustainability of micro businesses operating in the market. The more booths and types of products available, the higher the market potential in supporting local economic empowerment and community-based creative economy development. Changes in socio-economic conditions, competitiveness with modern shopping centers, and merchant business capacity can affect the stability of the number of business actors who survive in the traditional market. Therefore, analysis of the development of the number of booths and the variety of food is important to understand the extent to which the market is able to maintain its existence as a people's economic space as well as a forum for community empowerment. The following data presents the development of the number of booths and types of food traded at the Surabaya Ndonowati Market during the 2023–2025 period.

Table 1. Creative Economy Profile of Lidah Ndonowati Market.

Indicator	Remarks
Jumlah UMKM	25-unit business
Dominant Sectors	Traditional cuisine and old products
Operational Pattern	Thematic and event-based on Saturdays and Sundays

Source: Researcher 2026



Picture 1. Food Stand and Food Quantity Data in 2023-2025.

Source: Researcher 2026

Based on the profile and data on the development of economic activities in the Ndonowati Market during the 2023–2025 period, it shows a downward trend. In 2023, there will be 30 active booths with 45 types of food traded. By 2024 the number of booths will decrease to 27 with 35 types of food. The decline again occurs in 2025, where the number of booths remains 25 with 30 types of food. The data shows a shrinkage in the number of traders and product variations in the last three years, which indicates challenges in the sustainability of market activities and the empowerment of business actors in them. Ndonowati Market experiences dynamics in economic activities which is reflected in the number of traders' booths and the variety of culinary products traded every year. The existence of booths and variations of food types are important indicators in assessing the level of community participation and the sustainability of micro businesses operating in the market. The more booths and types of products available, the higher the market potential in supporting local economic empowerment and community-based creative economy development. Changes in socio-economic conditions, competitiveness with modern shopping centers, and merchant business capacity can affect the stability of the number of business actors who survive in the traditional market. Therefore, analysis of the development of the number of booths and the variety of food is important to understand the extent to which the market is able to maintain its existence as a people's economic space as well as a forum for community empowerment. The following data presents the development of the number of booths and types of food traded at the Surabaya Ndonowati Market during the 2023–2025 period.

The existence of Ndonowati Market as a community-based market not only serves as an economic transaction space, but also as a representation of local cultural identity through the variety of traditional culinary offerings. Food and beverage products sold by traders show the dominance of East Javanese culinary specialties based on local ingredients, traditional processing processes, and relatively affordable prices for the community. This condition makes the market an inclusive people's economic space as well as a means of preserving the region's culinary heritage (Prajanti et al., 2021). In general, the types of products traded can be classified into three main categories, namely heavy food, snacks, and beverages. The heavy food available is dominated by traditional dishes based on rice and rice cakes which have high local wisdom values and are the main consumption of the community (Endah, 2020). Meanwhile, the snack category shows a diversity of traditional processed products, most of

which are produced in-house by micro business actors. The drinks sold consist of traditional drinks and simple drinks that are easily accessible to all levels of society.

The diversity of culinary types shows that Ndonowati Market has the potential to be a community-based creative economy center that is able to support the empowerment of small business actors while maintaining the sustainability of local culture. In addition, the existence of merchant associations plays an important role in organizing economic activities, maintaining product quality, and creating an orderly and conducive market environment. To provide a more systematic overview of the types of products available, the following is a table of the list of foods and beverages sold at Ndonowati Market Surabaya.

Previous academic studies have shown that community empowerment in the context of the creative economy is often analyzed through public policy approaches, the role of local governments, or economic impacts on micro business actors (Ardiansyah et al., 2022). Studies that specifically place associations as community governance entities and analyze their internal mechanisms such as leadership patterns, member participation, management transparency, and collective decision-making are still relatively limited. Most of the research tends to be normative and has not explored the empirical practices of community governance in the context of urban creative markets in depth (Audina, 2020). The research gap is also seen in the lack of studies that integrate the concept of community empowerment with a community-based governance perspective in the development of creative markets. Existing research generally separates the study of community empowerment and the study of organizational governance, so it has not been able to provide a comprehensive picture of how community governance concretely contributes to the social, economic, and institutional capacity building of local communities. This condition opens up space for more contextual and case-based research to fill this gap.

This study examines the analysis of community governance as the main instrument of community empowerment in the development of creative markets. This research focuses on how the organizational structure of the association, decision-making mechanism, member participation patterns, and the relationship between the association and the local government and other stakeholders contribute to strengthening community capacity (Haris et al., 2022). This research not only looks at the final results in the form of an increase in income or the number of business actors, but also the social and institutional processes that shape the sustainability of the creative market. The novelty or novelty of this research lies in the integration between the concept of community empowerment and community governance in the context of a community-based urban creative market. This research presents a new perspective by placing associations not just as informal social organizations, but as *local governance actors* who have a strategic role in the development of the creative economy (Buchori et al., 2023). The case study of the Lidah Ndonowati Market in Surabaya City makes a strong empirical contribution to enrich the study of public administration, especially in the development of participatory, adaptive, and sustainable community governance models at the local level.

2. Literature Review

Community Empowerment

Empowerment is a concept related to power. The term power is often synonymous with the ability of an individual to make himself or the other party do what he or she wants. The ability is good to regulate oneself, to organize others as individuals or groups/organizations, regardless of the needs, potentials, or desires of others. In other words, power makes others the object of their own influence or desire. Empowerment is a process to give power to the *powerless*, and *reduce power* to the powerful so that there is a balance Djohani, 2003 (Sugiyat & Firdaus, 2022). Likewise, according to Rappaport (1984), empowerment is a way in which people, organizations, and communities are directed to be able to control or control their lives.

To comprehensively analyze community empowerment, this study uses the empowerment model proposed by Edi Suharto (2005) through the concept of 5P, namely enabling, empowering, protecting, supporting, and maintaining. Possibility has to do with creating conditions that allow people to develop their potential and gain access to resources. Strengthening refers to increasing the capacity and ability of the community to be able to be independent. Protection aims to protect vulnerable groups from harmful practices, while support is in the form of support that ensures the empowerment process runs effectively. The maintenance emphasizes efforts to maintain the sustainability of the empowerment results so that they are not temporary. The 5P model is relevant for analyzing community empowerment through community governance in the development of creative markets, because it is able to explain the gradual empowerment process starting from the creation of opportunities to the sustainability of community institutions. Empowerment indicators that include access to information, inclusion and participation, accountability, and capacity of local organizations, to see the extent to which communities are truly empowered in the development process. In addition, empowerment is also the ability of groups to meet basic needs and participate in decisions that affect them, with participatory and sociopolitical competence dimensions.

According to Suhendra (2006:74-75), community empowerment is "a continuous, dynamic, synergistic activity that encourages the involvement of all existing potentials in an evolutionary manner with the involvement of all potentials and community involvement in the process of evaluating the changes that occur (Telaumbanua & Aluiwauri, 2023). The purpose of empowerment according to Sulistiyani (2004) is to form independent individuals and societies (Racmawati et al., 2021). Independence includes the independence of thinking, acting and controlling what they do. Community independence is a condition experienced by society that is characterized by the ability to think, decide and do something that is considered appropriate in order to achieve solving the problems faced by using the power/ability they have.

Community empowerment is a key concept in participatory development that places the community as the main subject in the development process. According to Chambers, empowerment is defined as the process of increasing the capacity of individuals and groups to make choices and transform those choices into desired actions and outcomes. Community empowerment is not only oriented towards improving economic welfare, but also on strengthening the social, political, and institutional capacity of the community to be able to actively participate in public decision-making. Ife and Tesoriero emphasized that community

empowerment includes three main dimensions, namely strengthening access to resources, improving people's ability to manage local potential, and strengthening community control over the development process (Devi & Rahaju, 2025). These three dimensions emphasize that empowerment is not just a technical intervention, but a sustainable social process. Community empowerment is reflected in the ability of local business actors to manage economic activities independently, network collectively, and maintain the sustainability of community-based businesses.

Community empowerment is also closely related to the concept *of social capital*. Putnam explained that social capital that includes beliefs, norms, and social networks is an important foundation for successful empowerment. Communities with high levels of social capital tend to be better able to build cooperation, resolve conflicts, and manage shared resources. Social capital is the main prerequisite for the sustainability of collective economic activities.

Governance

The concept of governance developed in response to the limitations *of the government's* hierarchical and centralistic approach. Rhodes defines governance as a pattern of interaction between state actors, the private sector, and civil society in the decision-making process and the administration of public affairs. Governance emphasizes collaboration, participation, and networking between stakeholders. UNDP formulates the principles *of good governance* which include participation, transparency, accountability, effectiveness, efficiency, and justice (Nurhidayat, 2023). These principles serve as a normative framework for assessing the quality of governance in various sectors, including in the management of community-based initiatives. Good governance allows for an inclusive decision-making process and a more equitable distribution of development benefits. According to experts, good governance generally focuses on the use of economic, political, and administrative authority that is effective, transparent, and accountable. This concept emphasizes consensus between governments, the private sector, and communities to create welfare and quality public services. The following is the theory of governance according to several experts and institutions:

United Nations Development Program (UNDP - 2004): Defines governance as the use of economic, political, and administrative authority to manage the affairs of the state at all levels, which serves as a policy instrument to promote prosperity.

The concept of governance has developed into *community-based governance*, which is governance that is rooted in the local social structure and is run by the community itself. Ansell and Gash mentioned that collaborative governance at the local level requires facilitative leadership, trust between parties, and mutually agreed rules of the game (Prabowo et al., 2025). Community governance cannot be separated from the social and cultural dynamics of the local community. The *participatory governance approach* places the community as the main actor in the policy process, opening up dialogue between stakeholders, transparency, and collaboration between sectors to produce innovative solutions that are relevant to the needs of the community. Participatory governance also focuses attention on the involvement of local stakeholders in the planning and evaluation of public services, as well as providing space for community ideas and aspirations in the realm of governance.

Associations as a Form of Community Institutions

Associations are a form of social institutions that grow organically in Indonesian society and are rooted in the values of togetherness, solidarity, and mutual cooperation. Sociologically, Tönnies distinguishes the *pajamuban* (*Gemeinschaft*) from the *patembayan* (*Gesellschaft*), where the association is characterized by social relationships that are personal, emotional, and based on strong social ties. Associations often function as a collective forum to organize the interests of members. In the perspective of public administration and local development, associations can be understood as non-state actors who have a strategic role in community governance. The association not only carries out social functions, but also managerial functions, such as regulating economic activities, distributing resources, and mediating interests between members and external parties. The existence of associations allows for the creation of a more participatory and contextual decision-making mechanism.

The governance of the association includes the organizational structure, leadership mechanisms, internal communication patterns, and collective rules that bind members. Ostrom emphasized that effective local institutions are characterized by clear rules, member participation in rule-making, and mutually agreed sanctions and incentive mechanisms. These principles are relevant in analyzing how the association manages the creative market in a sustainable manner. Community institutions such as associations or local groups play an important role in empowerment because the setting of rules, group goals, common goals, and relationships between members will affect the effectiveness of empowerment and the sustainability of community programs. Associations are not only as social organizations, but also as institutional units that can strengthen coordination, leadership, and referral of collective rules in community empowerment.

Creative Market as an Instrument of Local Economic Development

The creative market is part of the creative economy ecosystem that integrates economic activities with cultural values, creativity, and innovation. According to Howkins, the creative economy relies on ideas, creativity, and knowledge as the main source of added value (Riyadi et al., 2022). The creative market is a space for local creative economy actors to market products, build networks, and strengthen community identity. The creative market plays a role as an instrument for inclusive local economic development. Creative markets not only create economic opportunities for small businesses, but also strengthen social cohesion and expand community participation in economic activities. The success of the creative market is greatly influenced by a governance model that is able to accommodate the interests of various actors. Community-based creative market management requires an adaptive and participatory approach to governance. The local government plays the role of facilitator and regulator, while the local community through the association plays the role of the main manager. The synergy between the two actors is a determining factor for the sustainability of the creative market in the long term.

Community Empowerment through Community Governance in the Creative Market

The integration between the concepts of community empowerment, governance, and community institutions is the main analytical framework in this study. Participatory and accountable community governance has the potential to increase the capacity of the community to manage the creative market independently. Through a collective decision-making mechanism, associations can strengthen members' bargaining positions, increase

access to resources, and encourage locally-based innovation. Community governance is a strategic medium in the community empowerment process. The association not only functions as a technical manager of the market, but also as an arena of social learning and *strengthening* collective capacity. Community empowerment through community governance can be understood as an interrelated process between institutional strengthening, economic capacity building, and strengthening community social capital.

This theoretical foundation provides a strong conceptual basis for analyzing how community governance contributes to community empowerment in the development of creative markets. This framework also affirms the position of research in the realm of public administration studies, especially on issues of local governance and community-based development. In the study of community empowerment, impact indicators include the creation of economic opportunities, the increase in the economic capacity of citizens, and the long-term impact on welfare. The sustainable development literature shows that empowerment needs to be measured not only on the process but also on economic outputs and outcomes.

3. Method

This research uses a qualitative approach with a policy *study* type that aims to deeply understand local government policy innovations in the development of the creative economy of Ndonowati Market, Surabaya City. The qualitative approach was chosen because this research focuses on the analysis of the policy process, the meaning of policy as perceived by the actors involved. This study does not aim to examine policy quality based on public policy analysis criteria. This research refers to the policy analysis framework proposed by William N. Dunn, which places policy analysis as a systematic activity to generate knowledge relevant to public decision-making (Fika et al., 2023). Therefore, this research is directed to produce empirical findings that can be used as policy considerations.

This study combines prospective analysis and retrospective analysis. Prospective analysis is used to understand how the Ndonowati Market's creative economy development policy is formulated, including policy objectives, underlying policy assumptions, and local government expectations of the impact of the policy before implementation (Prajanti et al., 2021). This analysis was carried out through the examination of policy documents, regional regulations, work programs, and official statements of local governments related to the development of the creative economy and the management of the people's market. Meanwhile, this analysis is used to assess the performance of policies after implementation, with an emphasis on the empirical experience of policy actors and creative economy actors in the Ndonowati Market. This analysis focuses on how policies are practiced on the ground, the extent to which policies achieve formulated objectives, as well as the various consequences that arise, both planned and unplanned. Thus, this study allows for a comparison between policy design and implementation reality.

A comprehensive approach in community empowerment in this research is carried out using the 5P theory from Edi Suharto (2005), which consists of possibility, strengthening, protection, support, and maintenance. The data collection techniques in this study include in-depth interviews with key informants, field observations, and documentation studies. Interviews were conducted with the manager of the Ndonowati Market, as well as creative

economy actors who are active in the market. Observations were carried out to understand the management practices and dynamics of creative economy activities in the market, while documentation studies were used to analyze program reports at the Ndonowati Market in Surabaya City. With this approach, the research is expected to be able to produce a comprehensive understanding of local government policy innovations in the development of the creative economy of the Ndonowati Market in Surabaya City.

4. Results and Discussion

The results of the study show that the Ndonowati Lidah Market Association has a central role in the management of community-based creative markets. The association functions as a management institution that coordinates creative economy actors, sets market operational rules and acts as a mediator between the association and the surrounding community. The organizational structure of the association is relatively simple, but it is able to carry out the basic functions of market management effectively through the division of the roles of management and members. The decision-making mechanism in the association is carried out through deliberation involving management and members. This pattern reflects the principles of participation and collectivity in community governance. The program shows that market management is rooted in local social structures and is run by the community itself. However, this study also found that the level of member participation is not completely even, because some members are still passive and tend to leave decision-making to the core management.

These findings show that community governance has been running in a participatory manner, but still faces challenges in encouraging the substantive involvement of all members. This condition is in line with Rhodes' view that collaborative governance requires adequate capacity of local actors so that participation is not only symbolic, but also substantive. According to Edi Susanto (2005), a comprehensive approach in community empowerment consists of possibility, strengthening, protection, support, and maintenance. Based on this theory, it can be explained as follows:

Empowerment of the Lidah Ndonowati Association

In analyzing the governance structure of the Lidah Ndonowati Association, we used Edi Susanto's (2005) comprehensive empowerment approach, which consists of five main indicators: possibility (enable), strengthening (strengthening), protection (protection), support (support), and maintenance (maintenance). This approach provides a robust framework for assessing how the governance structure of the Association has contributed to the empowerment of local communities, particularly in the context of community-based creative market management. Each of these indicators reveals roles and challenges in the governance process.

Enabling : The concept *of enablement* refers to the process that allows individuals and societies to gain the resources and capacity necessary to take action and manage their affairs. In the case of the Lidah Ndonotwati Association, it allows the community mainly in the form of providing market access, information, and organizational skills to local entrepreneurs. The association has played a crucial role in organizing local producers, ensuring they have a way to sell their products while supporting the creative economy. This includes training workshops, mentorship programs, and access to networking opportunities that help local entrepreneurs

improve their skills, refine their business practices, and ultimately contribute to a sustainable market. Through the support of the association, local entrepreneurs gain the confidence and knowledge to expand their businesses, effectively taking advantage of the opportunities the market offers. However, there are challenges in ensuring that *the enablement* is universally accessible to all members. Some entrepreneurs, especially those with fewer resources or a lower level of education, find it difficult to fully participate in this enabling process. This issue points to the need for more targeted efforts to bridge the gap in access to resources and opportunities, ensuring that every entrepreneur, regardless of their initial capacity, can benefit from community-initiated empowerment activities.

Strengthening : *Strengthening* refers to strengthening local capacity to improve the ability of communities to manage their affairs independently and take collective action. These include economic capacity, organizational capacity, and social cohesion. At Paguyuban Lidah Ndonowati, strengthening economic capacity is evident in training sessions and business development initiatives aimed at local entrepreneurs. These initiatives often focus on topics such as financial management, marketing, and product development, which enhance the economic resilience of market participants. The organizational capacity of the association itself is also strengthened through a clear division of roles among its members, allowing for more efficient and effective operations. Leadership in a community is based on participatory decision-making, where key decisions are made through deliberation and collective consensus. This approach not only enhances social cohesion but also builds a strong sense of ownership among members, fostering commitment and willingness to contribute to the success of the market. Despite these strengths, research reveals that not all members feel equally empowered in the decision-making process. Levels of participation in discussions and decision-making can vary significantly, with some members adopting a more passive role and handing over leadership and key decisions to a smaller group of active members. This imbalance in participation hinders the full realization of the collective power of society and suggests that efforts to further strengthen participation at all levels of membership are necessary to sustain long-term empowerment.

Protection : *Protection* refers to the protection of members of society from exploitation, discrimination, and economic insecurity. In the case of the Lidah Ndonowati Association, a protection mechanism is enforced through collective agreements and market regulations that ensure fair practices among entrepreneurs. The association serves as a mediator between market participants and external players, including government authorities and private sector entities. This role helps protect local entrepreneurs from being unduly affected by market forces that may undermine their ability to compete. The rules and regulations set by the association ensure a level playing field, prevent monopolistic practices and ensure that the economic opportunities provided by the market are accessible to all members. In addition, the association works to protect the cultural values and identity of the community by promoting local products and ensuring that these products are marketed in a way that highlights their authenticity and cultural significance. However, despite the protection mechanisms in place, some entrepreneurs still face challenges, especially in terms of external competition or unpredictable market conditions. As the creative market grows, the market becomes more vulnerable to market dynamics that may be detrimental to smaller vendors. Therefore, it

remains important for the association to continue to update and adjust its protection mechanisms to reflect the evolving market environment.

Support : *Advocacy* refers to community-provided support measures to facilitate sustainable development and sustainability. This support can take many forms, including financial assistance, logistical support, and networking opportunities. At the Lidah Ndonowati Association, the association actively supports entrepreneurs by providing access to funding opportunities, market promotions, and mentorship programs. The association also works closely with local governments and external organizations to facilitate partnerships that can provide additional resources and support. For example, the association has been working with local government agencies to gain access to subsidized programs aimed at improving market infrastructure or accessing larger markets. In addition, the association promotes collective marketing efforts, such as joint events or promotional campaigns, that increase the visibility and reach of local businesses. Nevertheless, the level of support often depends on the availability of resources and external partnerships. Some businesses continue to lack adequate access to the necessary resources, which means there is a need for societies to develop more sustainable support systems that do not rely solely on external assistance.

Maintenance : *Maintenance* involves maintaining the progress achieved by the community, ensuring sustainability and long-term success. At Paguyuban Lidah Ndonowati, maintenance is reflected in efforts to ensure market continuity and member engagement. The association has worked hard to maintain the integrity of the market by ensuring that the community remains active and the market continues to provide value to its members. Market sustainability is also supported by an evaluation of ongoing market activity and adjustments to governance structures to respond to changing needs. However, research shows that there is still some resistance to change from certain members, especially those who are already used to the status quo. This resistance can hinder the ability of societies to adapt and grow in response to new challenges, which means that proactive maintenance efforts are necessary.

The governance structure of the Ndonowati Lidah Association, as assessed through Edi Susanto's (2005) comprehensive empowerment approach, shows how the association has enabled local entrepreneurs by providing access to markets and resources. Local capacity building is reflected in the organization's efforts to increase the economic capacity and member organizations. Despite these efforts, the protection of members from external exploitation, support through financial assistance and promotions, and the maintenance of market sustainability all face challenges. In particular, unequal participation among members in the decision-making process and rejection of change in adapting to new challenges pose optimal empowerment barriers. Therefore, while progress is made, continuous improvements in participation and adaptation are necessary to ensure long-term success.

Development of the Creative Market of the Lidah Ndonowati Market

The development of the Lidah Ndonowati Market as a creative market can be analyzed through the same lens as Edi Susanto's (2005) empowerment theory, focusing on five indicators: possibility, strengthening (strengthening), protection (protection), support (support), and maintenance (maintenance). These indicators provide a clear framework for assessing how the association has fostered an environment conducive to creative economy growth and market sustainability.

Enabling: The aspect that has enabled the development of the Lidah Ndonowati Market is most evident in how the association has provided opportunities for local entrepreneurs to showcase their products and expand their reach. By facilitating access to markets and networking opportunities, the association has enabled local businesses to grow and build a reputation for quality and creativity. Workshops and skills development programs are also at the heart of the drive process, giving employers the tools they need to succeed. However, research shows that the opportunities provided by the community are still not completely evenly distributed. Some marginalized entrepreneurs are unable to access these opportunities due to limited resources, lack of skills, or social barriers. It highlights the importance of inclusive strategies that address these gaps and ensure that all community members benefit from the support process.

Strengthening: Strengthening entrepreneurial capacity is one of the most significant contributions of the Lidah Ndonowati Association to the development of the creative market. Through business development programs, the association helps entrepreneurs refine their products, improve marketing strategies, and access funding. Strengthening the organization within the association itself is also important to maintain the market. By providing clear roles and responsibilities, the association ensures that market operations run smoothly and effectively, encouraging economic growth and community unity. While the strengthening of the entrepreneurial economy is evident, the study also highlights gaps in organizational development. Some members, especially those who are new to the market, do not have the organizational skills to fully benefit from these strengthening efforts. Thus, more targeted initiatives are needed to strengthen leadership and administrative capabilities in the community.

Protection: In terms of protection, the community's efforts to create a fair and equitable market have played an important role in preventing unfair competition and ensuring fair market transactions. Through community-driven regulations and dispute resolution mechanisms, the association ensures that local businesses are protected from exploitation by external forces and large corporations. Cultural protection provided by the association is also important. By promoting local products that reflect cultural values, the association not only protects the economic interests of its members but also ensures the preservation of local identity and traditions. However, there are still challenges related to market fluctuations and external pressures undermining these protections, demonstrating the need for constant adaptation and proactive protection strategies.

Support: Support within the framework of the Lidah Ndonowati Market includes providing financial assistance, marketing support, and capacity building for local entrepreneurs. By facilitating access to external resources, the association helps bridge the gap between local businesses and the larger market. However, support systems are not always consistent across all market participants. Some entrepreneurs, especially those in the early stages of business development, face challenges in accessing the necessary resources and market exposure. Therefore, a more sustainable support system is needed to ensure that all members receive the necessary assistance.

Maintenance: In terms of maintenance, the association has worked diligently to ensure the sustainability of the market by ensuring continued participation and community involvement. However, maintaining a thriving market also means responding to external pressures such as

economic fluctuations, government policies, and competition. Research reveals that adaptability is key to sustaining the market, and proactive strategies to deal with emerging challenges are needed to ensure that markets remain relevant and inclusive.

The development of the Lidah Ndonowati Market as a creative market has been significantly shaped by five empowerment indicators outlined by Edi Susanto (2005). Enabling processes have provided local entrepreneurs with the tools and opportunities necessary to thrive, although unfair access remains an issue. Strengthening efforts have contributed to increasing the capacity of local businesses, but some members still lack organizational skills. The protection mechanisms established by the association ensure justice and cultural preservation, but external pressures continue to challenge these efforts. Support systems, while valuable, require sustainability to ensure consistent growth. Finally, maintenance efforts have been focused on ensuring the longevity of the market, but the association must continue to adapt to the evolving market conditions.

4. Conclusion

The empowerment of the Lidah Ndonowati Association and the Development of Creative Markets has highlighted the important role played by community-based governance and creative market development in empowering local entrepreneurs and promoting sustainable economic growth. Using the comprehensive empowerment framework of Edi Susanto (2005), this study has shown that the governance model of the Lidah Ndonowati Association effectively provides enabling opportunities, strengthens entrepreneurial capacity, and protects local businesses from external exploitation. However, challenges in participation and adaptation continue to hinder the optimal functioning of the association.

In the case of the Lidah Ndonowati Market, the market development has largely been successful in providing access to a platform to sell their products and services to local entrepreneurs. The association has enabled inclusive market participation, facilitated business development, and protected local interests through community-driven regulation. However, despite these successes, unfair access to resources and the challenges of maintaining active community engagement remain. The sustainability of the market is highly dependent on the improved distribution of resources, ensuring that all members, especially marginalized entrepreneurs, benefit from the support provided.

Overall, community member empowerment and creative economy development in the form of the Lidah Ndonowati Market exemplifies the importance of collaborative governance and community-based initiatives. While significant strides have been made, there are still areas for improvement, particularly in participatory engagement, resource access, and adaptability to change. This study shows that community-based governance can be a powerful tool for fostering economic and social resilience, but it requires ongoing efforts to ensure that all members are fairly included in the empowerment process.

ADVICE

Based on the results of research on community empowerment through the governance of the Ndonowati Lidah Market Association, some of the suggestions that can be given are as follows:

Enabling : The Ndonowati Lidah Market Association is advised to expand the space for members' participation in the decision-making process through a more open and participatory deliberative forum. In addition, efforts need to be made to create new economic opportunities

for members, such as opening opportunities for new business actors or developing a variety of culinary products so that market attractiveness increases and can increase the number of active booths.

Strengthening : The association together with the local government or related parties needs to organize capacity building programs for traders, such as entrepreneurship training, business management, product innovation, and digital marketing. Strengthening this capacity is important to increase the competitiveness of business actors so that they are able to survive and develop in the midst of competition with modern shopping centers.

Protection : Efforts to protect small business actors in the Ndonowati Lidah Market are needed, especially in maintaining the stability of their businesses. The association can develop internal rules that ensure fairness in the division of business premises, management of operational costs, and protection of traders from unfair competition practices.

Support : Support from various parties, especially local governments, needs to be increased through the facilitation of creative market development programs, promotional assistance, and the provision of adequate facilities and infrastructure. In addition, cooperation with the creative community, MSME actors, and the private sector can also be strengthened to increase the visibility and attractiveness of the Lidah Ndonowati Market as a community-based creative economy destination.

Maintenance : To maintain market sustainability, the association needs to conduct periodic evaluations of organizational governance and market activities. Maintenance can also be done through strengthening solidarity between members, maintaining the quality of products sold, and maintaining market identity as a community-based economic space that prioritizes the value of togetherness and local wisdom.

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