

# NGO AND COMMUNITY EMPOWERMENT BASED ON LOCAL WISDOM (A CASE STUDY OF SPEDAGI NGO IN TEMANGGUNG, CENTRAL JAVA, 2018-2019)

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DOI: <https://doi.org/10.18196/jgpp.63114>

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## Article Info

Article history:  
Received 17 Oct 2019  
Revised 30 Oct 2019  
Accepted 30 Oct 2019

*Keywords: Role of  
NGOs, Community  
Empowerment,  
Local Wisdom*

## ABSTRACT

Community empowerment is an effort to develop community skills through various activities by utilizing the potential of existing resources so that it has a positive impact on the socio-economic activities of the community. One significant role in community empowerment is the Non-Governmental Organization (NGO). This study aims to analyze the role of the NGO Spedagi in empowering rural communities based on local wisdom through the Papringan Market activity in Temanggung, Central Java.

This study used a qualitative method. The researchers collected the data through observation, documentation, and interview techniques. The observation was examining various activities in Spedagi NGOs and the community, as well as the condition of the Papringan Market, was the observation. The researchers collected data for documentation from several types of literature, documents, websites, and official social media. The NGO's manager, the village leaders, the community, and Papringan Market traders were the parts of interviews. The results of this study found two purposes of the NGO Spedagi in empowering communities based on local wisdom through the Papringan Market. They were political and non-political purposes. The political role could be seen from the efforts to strengthen the capacity and articulation of community interests to increase community bargaining to influence village government policies while the non-political role could be seen from the efforts of the NGO Spedagi along with the local community to carry out physical development, economic empowerment, and social empowerment that lead to sustainability by utilizing the local potential.

## INTRODUCTION

Central Java Province has 7,809 villages spread over 527 districts. Each village has different potential that can be developed by the local government and the community. However, there is not much village potential explored thoroughly, as evidenced by only around 100 self-sufficient villages. Thus, there needs to be an active role from the local government, village communities, and other parties to create an innovation and creativity in developing their potential (www.jatengprov.go.id, 5 December 2018).

Undeveloped villages in Indonesia have two main obstacles. They are the low quality of human resources and the high flow of urbanization. These obstacles cause the younger generations to prefer to work in big cities. The PDTT Minister, Eko Putro Sandjojo, states that the acceleration of development in the village is an essential key in increasing Indonesia's economic growth. One example is by mapping the potential of superior production of communities and pressing villages to add value to a commodity. This idea will have an impact on the sale value offered, and the community will get a more significant advantage (Tempo, Wednesday, 5 December 2018).

Article 93 of Law Number 6 of 2014 concerning Village Government, provides space for village cooperation with various parties to accelerate and improve the implementation of village government, implementation of village development, village community development, and empowerment of village communities. Ngadimulyo Village, Temanggung has a lot of potentials. One of them is a bamboo garden which is widely available in the village area. However, the village government has not been able to explore this potential due to limited creativity and resources. Seeing this potential, the NGO Spedagi was moved to collaborate and support the Ngadimulyo village government to improve village development and empower communities through the Papringan Market.

The Spedagi NGO has long been part of community empowerment through the "Village Revitalization Movement" program. The program aims to restore the village as a sustainable and independent community. The Spedagi NGO has four village revitalization programs, namely the Papringan market, Spedagi homestay, ICRV, and Spedagi Bicycles (Spedagi NGO, December 5, 2018). The village revitalization movement program is to solve problems in the village based on local wisdom. One way is to revive the role of the village and utilize the potential to increase economic activities in the village through community empowerment activities based on local wisdom.

Based on this background, this research focuses on analyzing the role of the NGO Spedagi in empowering local wisdom-based communities in Ngadimulyo Village, Temanggung, through the Papringan Market. The purpose of NGOs will be discussed using the theory by Noeleen Heyzer.

#### **A. THEORETICAL FRAMEWORK**

The definition of "role" in the KBBI is a set of people's behaviors who live in the community. The word "role" also means a dynamic aspect of a position. Someone who does something based on their rights and obligations means carrying out his role. A role emphasizes more on function, adjustment, and as a process.

Meanwhile, according to Kozier Barbar, "role" is a set of behavior expected by others for someone for his position in a system. Harton and Hunt also convey a similar definition. They state that "role" is a behavior expected from someone who has a status. When someone has a status or position, then someone else will hope that someone has a role that can influence or change something (Felani, 2018). Thus, a role has a relation to the people's behavior or institutions following the status or position in a system.

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According to Law No. 6 of 2014 concerning Village Government, "empowering village communities" is an effort to develop community independence and prosperity by increasing knowledge, attitudes, skills, behavior, abilities, awareness, and utilizing resources through the establishment of policies, programs, activities, and assistance in accordance with the essence of the problems and priorities of the needs of rural communities. The village government and third parties make efforts to empower village communities. The purpose of empowerment is to improve the quality of village community skills through various economic activities.

Village development, according to the Directorate General of Development and Empowerment of Village Communities (Direktoral Jenderal Pembangunan dan Pemberdayaan Masyarakat Desa), in realizing an independent village, must be balanced with the empowerment activities of the village community as its main actor. The policy scenario of the PDTT Ministry in developing community empowerment has three strategies, namely:

a. People's Economy Development

The economic development adjusts the village's economic potential, both on the community's initiative and the government's initiative by prioritizing the interests.

b. Strengthening the *Wiradesa* Community Network

Strengthening the village's capacity is in terms of knowledge, attitudes, skills, behavior, abilities, and social awareness, economic, and village government operations.

c. Development of Village Cultural Circles

The development of culture, tradition, and local wisdom is a form of binding solidarity and cooperation in all sectors of village life.

The village government and NGOs can empower the development strategy from the PDTT Village Ministry as a framework and perspective in rural communities to create an independent village. In line with this, this strategy is adaptable to local wisdom and creative innovations to build the village.

A Non-Governmental Organization (NGO) is an organization formed by certain independent groups. As it is independent, NGOs do not depend on the government or the state, especially in terms of financial and infrastructure facilities. In contrast to power-oriented and private-oriented political organizations, NGOs have the character of non-partisan. They are not looking for economic benefits, voluntary, based on moral movements, and able to move flexibly without being bound by political and economic motives. These characteristics make it possible for NGOs to show their aspirations and serve the interests of the people who have escaped the attention of the political and private sectors.

Corten distinguishes the forms of NGOs in Indonesia into two categories (in Daeli, 2012). The first type is an NGO engaged in the field of community development, using a micro approach in trying to solve social problems. This NGO is oriented towards rural economic empowerment projects, assisting the micro and medium home industry, and trust in the community's ability to solve its problems. The second type is an NGO engaged in the field of advocacy. This NGO has an orientation towards efforts to influence policy. They are trying to change policies that cause injustice. They believe that the micro problems in society are inseparable from

the political issues of national development. Therefore, overcoming the development problem can only be possible if there are structural changes.

According to Noeleen Heyzer (in Gaffar, 2006), NGOs have several roles in the process of national development. They are:

- a. Increasing political influence widely, through a network of functional cooperation in a country or with international institutions.
- b. Taking part in determining the direction and agenda of development.
- c. Empowering and supporting the community at the grassroots level, which is essential to create sustainable growth.

Heyzer further explains that the role of NGOs in the process of development and community empowerment has two leading roles. They are the political role and the non-political role. In the political field, NGOs work as a medium to bridge the community with the government, while in non-politics, NGOs play a role in empowering the community through socio-economic activities.

## **B. RESEARCH METHOD**

This study used a qualitative method. It is a type of research that aims to understand the phenomena about what is experienced by research subjects holistically in a descriptive way in the form of words and language (Muttaqin, 2017). According to Rahmawati (2014: 13), descriptive qualitative research is a study that produces descriptive data in the form of words or writings from someone against something observed in the field. This research belongs to the descriptive type. It aims to make information systematically based on data obtained in the field in the form of written or oral sentences of observed behavior, namely the Non-Governmental Organization (NGO) Spedagi, in conducting community empowerment.

The researchers collected the data by interviewing, documenting, and observing. In the initial stages, researchers gathered various information from mass media, social media, and literature about the Spedagi NGO and its role in community empowerment through the Papringan Market. Then to dig further, the researchers interviewed some respondents. They are the Spedagi NGO's manager, Papringan Market's manager, the Head of the Ngadimulyo Village, the Youth Organization of Ngadiprono Village, some residents of Ngadiprono Village, and several Papringan Market traders. The researchers did observations and field interviews at the same time. These events took place in the Papringan Market, while the researchers also participated in some training and mentoring activities carried out by Spedagi NGOs, and observed the market environment. Furthermore, the data obtained had stages of categorization, reduction, and conclusions.

## **C. RESULTS AND DISCUSSION**

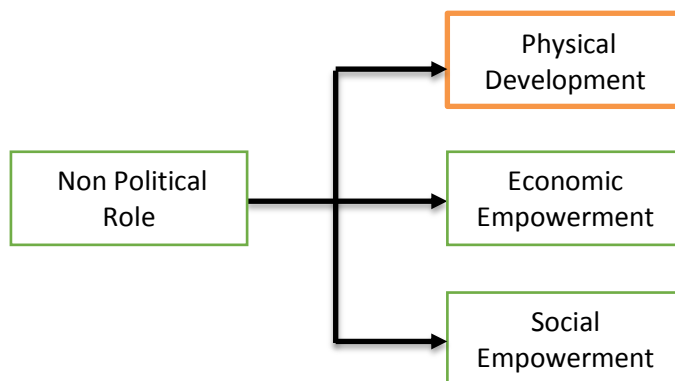
Based on the results conducted on Spedagi NGOs in empowering communities based on local wisdom through Papringan Market activities in Temanggung, Central Java in 2018-2019, data on Spedagi NGO involvement through political and non-political roles are as follows:

### **1. Non-Political Role**

The non-political role of the Spedagi NGO comes from several activities carried out jointly with the local community, namely physical development, economic empowerment, and social empowerment.

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Figure 1  
Non-Political Role of Spedagi NGOs  
in Local Wisdom-Based Community Empowerment



a. Physical Development

Physical development is through the spatial planning stage and the infrastructure development stage. Spatial planning aims to improve and improve the quality of the area. Spedagi started from observing bamboo gardens in Ngadimulyo Village, Mata Air Community, and the locals to map the location of the bamboo gardens that were going to be Papringan Market. Mata Air Community is a community of local people who initiates the Papringan Market in Ngadimulyo Village. Based on observations, the location of the bamboo gardens in Ngadiprono Village was the right location. Also, the Assistance Team mapped the area of the bamboo garden to make a grand design of the Papringan Market. The spatial planning of the Papringan Market used a landscape design created by the Spedagi NGO Design Team with the concept of changing a bamboo garden into an attractive and selling environment but did not change the original structure of the bamboo garden. (interview with Mr. Singgih, Chair of the Spedagi NGO, January 13, 2019).

The next process was to follow up on the results of observations by conducting socialization to community leaders, landowners, and Youth Organizations. The first step was socialization with local community leaders. In this socialization process, the Spedagi NGO Team, and Mata Air Community explained the purpose of the Papringan Market development and told about its grand design (interview with Imam Abdul Rofiq, Mata Air Community, 14 January 2019).

After getting a good response from the local community leaders, NGO Spedagi and Mata Air Community continued to do another socialization with the landowners around the bamboo gardens. In this socialization, there was an agreement made for land use around the bamboo garden to serve as the location of the Papringan Market (interview with Mr. Sagito, one of the

bamboo landowners, January 16, 2019). This step shows that the locals accepted the Papringan Market development at the bamboo garden location.

The third socialization was with the Youth Organization of Ngadiprono Hamlet, and Spedagi received a positive response. The communication patterns done by the Spedagi NGO were two-way so that the community and Youth Organization could also convey their ideas in the construction of the Papringan Market (interview with Akbar, Chair of Youth Organization, 16 January 2019).

After there were agreement and mutual understanding to empower the community through the construction of the Papringan Market, Papringan Market Managers would manage the Papringan Market in a transparent and accountable manner. Subsequently, the development of market facilities and infrastructure began involving the Spedagi NGO, Mata Air Community, Youth Organization, and Ngadiprono Hamlet community in cooperation (interview with Mr. Singgih, Chair of the Spedagi NGO, 13 January 2019).

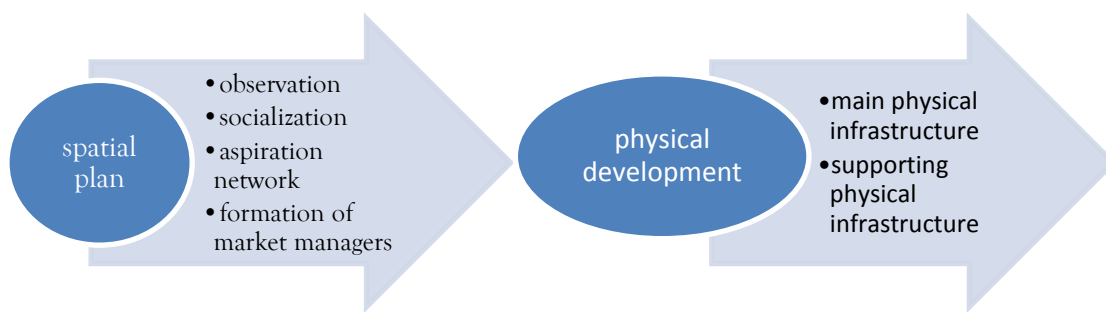
Building materials and the seller stalls come from bamboo. The stalls follow the path of the road aimed to manage and ease the visitors. The streets around the Papringan Market apply the *trasah* model and not concrete or asphalt. If damage occurs, it is possible to repair them using local resources. There are other facilities provided, such as smoking area, lactation or nursing room, and children's play area equipped with various kinds of bamboo playing tools. Bamboo is also the primary materials building other facilities such as places to sit, places to store food utensils, and trash bins provided by market managers (observations by researchers at Papringan Market, 15 January 2019). The Spedagi NGO has the role of providing education in the construction of supporting facilities (interview with Arif Hamdani, Chair of the Spedagi NGO Craft Team, January 13, 2019).

Some facilities have a specific purpose of empowering the community around the market, such as bathrooms and parking lots. The locals, market managers, and Youth Organizations regulate and manage the use of facilities, while the Spedagi NGO makes sure sanitation and standard facilities work well (observations, 13 January 2019).

LSM Spedagi and the manager of Papringan Market were preparing a homestay project by utilizing village community houses and doing projects for outbound activities. The visitors who want to stay overnight and enjoy the atmosphere of the Papringan Market and the surrounding rural atmosphere could rent this homestay in Ngadimulyo Village. There had been 3 ICRV participants who did homestay trials in the village revitalization international conference held in November 2018 in Ngadiprono. In building the homestay, Spedagi NGO collaborated with Akanona and Nicolas Hilmydya in designing the houses of Mr. Ribut and Mr. Ito as a pilot project. (interview with Mr. Singgih, Chair of the Spedagi NGO, January 13, 2019).

Figure 2  
Physical Development Process of Papringan Market

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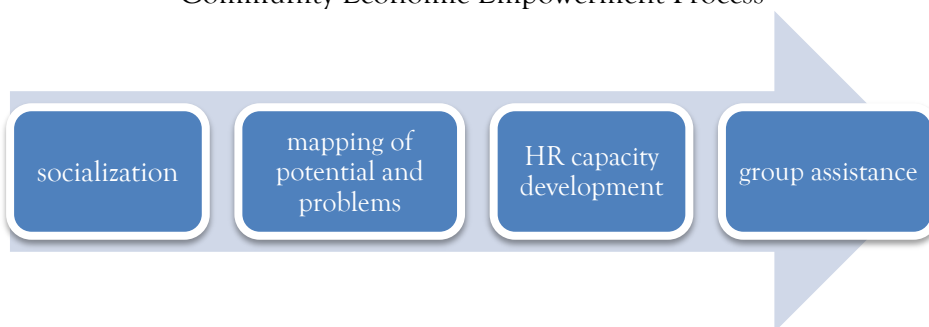
Thus, the physical development activities, which include the spatial planning and infrastructure development stages carried out by the Spedagi NGO, can foster community participation. The community empowerment aims to promote a sense of concern for the surrounding community in maintaining the sustainability of the environmental ecosystem and a sense of belonging to the Papringan Market. The Spedagi NGO acts as the initiator and facilitator, not as a donor in the physical development of the Papringan Market. The funding for physical development comes from village government assistance and the results of the implementation of the Papringan Market. When referring to the role of NGOs in the country's development process, according to Noeleen Heyzer, the Spedagi NGOs play a role in empowering and supporting the community to create sustainable development.

a. Economic Empowerment

Before Papringan Market, the majority of the locals in Ngadimulyo Village depended on the agricultural sector as farmers or farm laborers with irregular income. It is because the patterns applied by farmers were traditional or old-fashioned. The lack of irrigation resources during the dry season and terrible access to farmland had an impact on people's economic activities and income. The number of poor households is still quite large, with 560 families. With the Papringan Market, the community's livelihood sector is expanding towards service providers and traders (interview with the Head of Ngadimulyo Village, 19 January 2019).

The figure below shows the role of the Spedagi NGO in the process of economic empowerment through the Papringan Market.

Figure 3  
Community Economic Empowerment Process





The first stage of economic empowerment is in the form of socialization to community leaders, landowners, community groups (youth organizations, PKK organizations, Dasawisma organizations, and others). This activity was at the same time as the initiation of making Papringan Market. At this stage of socialization, the community welcomes and provides support, because it will provide alternative income.

The second stage is mapping the economic potential and its problems. The first problem is: there are quite several people who want to sell, but do not yet have an idea of the type of merchandise. However, in general, people think of having a culinary business. The second problem is: market managers need to have managerial skills in market management to optimize the economic potential of the community. The third problem is the location of Papringan Market, which is still challenging to reach with four-wheeled vehicles and limited parking space available. This problem will undoubtedly affect the convenience of buyers to come to Papringan Market.

After identifying the potentials and problems, the next stage is the stage of increasing the capacity of human resources and the stage of mentoring groups. There are two stages conducted simultaneously and continuously. The phase of strengthening the capacity of NGO human resources is carried out by a training following the needs and the identification of problems. Until 2019, Spedagi NGO has held four training sessions, as seen in the table below:

Table 1  
Training Activities for Economic Empowerment

No.	Training Themes	Targets
1	Training on Food Packaging, Processing and Innovation	15 people/groups of food vendors at Papringan Market
2	Bamboo Crafts Innovation and Creation Training	23 people who have interests in developing bamboo products for sale at Papringan Market
3	Non-Soybean <i>Tempe</i> Making Training	The Dasawisma group
4	<b>Market Managerial Training</b>	<b>All managers of Papringan Market</b>

Source: processed from Spedagi's report

The training activities conducted are to increase the capacity of the stakeholders' human resources involved in organizing the Papringan Market. Mentoring market traders and managers followed the training activities to ensure the participants understand and master the trained skills, as confirmed in interviews with several training participants, such as food vendors, handicraft traders, representatives of the Dasawisma group, and managers of Papringan Market.



In food training activities, vendors got the opportunity to cook the food. Then Spedagi NGO conducted food testing before selling it. Food experts helped to test the food. It aims to assess the suitability of the food and to see the process of making food, whether it contains MSG and harmful coloring agents or not. Then food vendors got another training on food packaging and arrangement to make the food look attractive.

Besides that, the manager of Papringan Market monitored the vendors to make sure that the food sold by them was following the standards set beforehand. The Spedagi NGO, the manager of the Papringan Market, and food vendors agreed on the importance of the quality, safety, and hygiene of the food sold. If the food did not meet the standards, then the food would be withdrawn, and the vendors would receive a warning (interview with Mr. Imam Abdul Rofiq, January 14, 2019).

The solution for limited parking space and transportation access for four-wheeled vehicles is by utilizing the locals' houses with a large front yard and providing motorbike taxi. Having the same awareness and interests in economic aspects, then the locals and Papringan Market managers form a parking community consisting of parking lot owners and taxi bikers. Through this association, it can manage existing economic potentials and avoid conflicts (interviews with market managers, a landowner, and a motorbike taxi rider, January 16-17, 2019).

In the context of assistance, Spedagi NGO, the manager of the Papringan Market, traders, and the community who are involved in Papringan Market activities, regularly organize the Papringan arrangement and clean up the garden. This activity is to maintain cleanliness, beauty, and cut the breeding cycle of malaria mosquitoes or dengue fever. Besides that, planting of bamboo seeds in bamboo plantations is no longer productive. All these activities are carried out by empowering the villagers.

The process of community economic empowerment conducted by Spedagi NGO also showed the role of NGOs in business development services in the category of empowering business actors as producers. However, Spedagi NGO stressed that economic empowerment through the Papringan Market did not intend to change the livelihoods of the people of Ngadiprono Village, who were mainly farmers into traders. This financial empowerment effort aimed to change the mindset of the community to be more creative and innovative in seeing and managing their potential. Therefore, Papringan Market is only once a week so that there is no change in the rhythm of community economic activities and does not turn farmers into vendors.

The role of Spedagi NGOs consists in the perspective of micro and macro roles. The macro role is to maintain independence and develop organizational independence by re-establishing independent institutions at the regional level, developing work mechanisms that lead to the control function of the government, and spreading social issues that are still a problem. Based on this explanation, the Spedagi NGO also function in re-establishing independent institutions at the regional level, namely the Mata Air

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Community in Ngadiprono Hamlet, who became the manager of the Ngadiprono Papringan Market, while also serving in coordinating and empowering village residents both youth and people in the Papringan Market performance.

Meanwhile, the macro role is to develop the potential possessed, solve problems, and manage resources to have attractions by developing competitiveness, improving quality, and developing institutional independence. Based on this explanation, the Spedagi NGO has several roles. It revives Mata Air Community and helps the community in developing their potential and solving problems. Based on the results, there were no significant obstacles found, because the locals were very open and easy to cooperate. It is consistent with the results of interviews with the manager of Papringan Market and several traders in the Paringan Market.

b. Social Empowerment

Social empowerment aims to improve the ability of the community, especially in terms of analyzing the conditions, potentials, and problems in the social environment. Social empowerment by the NGO Spedagi focuses on sustainable development and sustainable participation involving NGOs, the community, and the village government. The programs and activities carried out are as follows:

Table 2  
Social Empowerment Programs and Activities

No	Program	Activities
1	Education on Market Sustainability and Comfort	1. Papringan's cleaning movement 2. Campaign for the Structuring and Planting Bamboo Seeds 3. Bocah Playon Festival
2	Environmental Safety Education	1. Market's Security Team Formation 2. Parking Team Formation

Source: processed from interviews with the Chairperson of the Spedagi NGO

Papringan's Cleaning Movement is an activity conducted once a week by the vendors and Sanitation Coordinator. The activity is in the form of structuring and cleaning up the Papringan Market area. This activity is not only to maintain cleanliness but also to cut the mosquito breeding cycle.

The Campaign for Structuring and Planting Bamboo Seeds is one form of conservation conducted by the Spedagi NGO and the manager of Papringan Market by inviting the locals. This activity is a manifestation of the protection and maintenance of Papringan carried out regularly to prevent damage and destruction. This activity asked farmers to plant bamboo seedlings in an unproductive garden (interview with the Chairman of the Spedagi NGO, January 13, 2019).

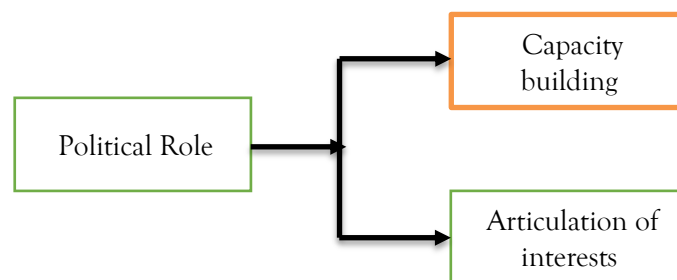
Bocah Playon Festival is an activity intended for children around Ngadiprono Village every Sunday Pahing and members of the Youth Organization group coordinate this activity. This activity is a form of an effort to increase the sense of ownership and responsibility of local children towards the surrounding environment. Bocah Playon Festival has various activities such as competitions, the introduction of traditional games, workshops, and improvement of game equipment provided by the manager of Papringan Market.

The formation of the Market Safety Team and the Parking Team is to provide a sense of security and ensure the safety of visitors and market participants, especially with the increasing number of tourists visiting Papringan Market. The market managers and Spedagi NGO coordinate the Market Security Team and the Parking Team and hold briefings regularly once a week. The team has some equipment, such as uniforms, ID cards as identification, infrastructure facilities for parking and security arrangements, and the required signs (observations, 13 January 2015). With programs related to social empowerment, it is expected to have an impact on the sustainability of the Papringan Market.

## 2. Political Role

The political role conducted by the Spedagi NGO Spedagi comes from several activities that involve the local community, namely: capacity building and the articulation of interests.

Figure 4  
Political Role Spedagi NGO  
in Local Wisdom-Based Community Empowerment



### a. Capacity Building

Capacity building has a relation to social empowerment conducted by the Spedagi NGO. Capacity building in the short term is a form of social empowerment through various training activities so that the community masters specific skills needed. Capacity building, in the long run, is a form of strengthening political capacity because it will be the capital for bargaining with various parties. Spedagi NGOs can initiate and involve the community in realizing several programs. It is in line with the

role of NGOs in the political dimension according to Andra L. Carrothers and Estie W. Suryatama (Gaffar, 2006). In terms of regional autonomy referring to the role of NGOs, according to Karsidi, the NGO Spedagi also has a macro role. In this case, the NGO Spedagi has a role in developing organizational independence by re-establishing a regional-level organization, the Mata Air Community. The NGO Spedagi helps this community in spreading social issues, such as damage to the environmental ecosystem due to human behavior and village degradation due to the village government has not been able to meet the needs of the whole community maximally. The result is that the village government is willing to help allocate village funds for the construction of the Papringan Market.

If related to Noelen Heyzer's, he explains the role of NGOs in the process of developing the country. The NGO Spedagi has another role in increasing widespread political influence. Building good cooperation with local and global parties in the process of organizing the Papringan Market is essential. One example is by holding an ICRV in collaboration with Japan's International Conference on Design for Sustainability (ICDS) as a media to share experiences and knowledge of village revitalization. The biennial agenda of the Spedagi NGO also aims to build a network of village revitalization actors to promote the existence of the Papringan Market. Also, this activity is a medium for gathering input, knowledge, and experience so that the Papringan Market in Ngadirpono Village can become a locomotive for the improvement of the environment and the economy of the locals.

b. Articulation of Interests

The Spedagi NGO determines the direction and development agenda of the village government. The NGO Spedagi realizes the lack of capacity of the village government, especially in terms of community empowerment. Therefore, the NGO Spedagi helps the government to decide on social and environmental problems in the village by utilizing local wisdom through the creative movement to develop Papringan Market. Its role is following the NGOs in the country's development process, according to Noeleen Heyzer (Gaffar, 2006).

There are various problems faced by the village. One of them is that the village has experienced degradation due to increasing urbanization. Therefore, the Spedagi NGO catalyzes system change by raising important issues in rural communities, conducting advocacy, and encouraging community initiatives. The activity happened during the socialization of the establishment of Papringan Market to the locals in

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Ngadiprono Village. The results of the advocacy process are to discuss at the village government level. The government had responded positively to the Papringan Market procurement activity in Ngadiprono Village. As a result, the government agreed to assist with the funds for the *trasah* road in the Papringan Market area.

The Spedagi NGO's political role exists in the agenda of regular meetings, the potential, and problems experienced by citizens to study and solve. The political role of Spedagi NGOs in community empowerment efforts based on local wisdom lies from the observation stage to the socialization of the community. In the observation phase, the Spedagi NGO directly observes the condition of the bamboo garden environment. The results of these observations are then discussed and carried out socialization activities to the locals. After that, the effects of the socialization were carried out to the Ngadimulyo village government, after the concept, objectives, and grand design of the Papringan Market was responded positively by helping to allocate funds for the development.

## CONCLUSION

The Spedagi NGO contributes positively to the empowerment of local wisdom-based communities in Ngadiprono Village, Temanggung, through the Papringan Market program by exploring the village's potential to improve community welfare. Community empowerment efforts initiated by the NGO Spedagi through its work programs can involve community participation starting from the planning process, implementation, to evaluation. The parties involved are Mata Air Community, Youth Organization, community leaders, Papringan landowners, communities around the Papringan Market, and the Village Government. Thus the role of Spedagi NGOs can be categorized into political and non-political roles. The political role comes from efforts to strengthen capacity and articulation of community interests to increase community bargaining to influence village government policies. Meanwhile, the non-political role comes from the NGO's efforts and the local community to conduct physical development, economic empowerment, and social empowerment leading to sustainability by utilizing the local potential. In other words, both roles are interconnected and inseparable.

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