

Assistance For Institutional Strengthening of Urban Farming Groups Based on Urban Wetland Biodiversity

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Abstract

Limited institutional capacity is the main obstacle for urban farming groups in Sungai Andai Village, North Banjarmasin. Unorganized organizational structures and unclear division of roles lead to weak coordination and decision-making. The purpose of this service activity is to strengthen the institutional capacity and management of the group through the arrangement of organizational structures, division of roles, and strengthening the network of external partnerships. The program was carried out for six months with participatory methods in the form of group discussions, *focus group discussions* (FGDs), workshops, training, and mentoring. The activity partner is the Puma III Wine Village Group which consists of 14 members. Evaluations are carried out periodically at the end of each month using observations, interviews, and online questionnaires. The results showed an increase in member participation from 70% to 92%, an increase in material understanding from 65% to 91%, and an increase in institutional capacity from 60% to 90%. In addition, the group succeeded in compiling a functional organizational structure, an annual work plan, and guidelines for biodiversity-based urban farming businesses. This activity proves that institutional strengthening accompanied by sustainable partnerships is able to strengthen the role of urban farming groups in realizing competitive and sustainable urban agriculture.

Keywords: urban farming; institutional; training; biodiversity; partnership.

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BACKGROUND

Food security is one of the main pillars of sustainable development, especially in urban areas that continue to grow rapidly (Sulaiman & Wijayanti, 2022). The increase in urban population is often not proportional to the land capacity available to meet food needs (Wulandari & Taufik, 2020). This phenomenon is exacerbated by the conversion of agricultural land into residential or commercial land, which reduces the availability of space for food production (Setyawan & Mardiyah, 2021). The uncontrolled development of urbanization exacerbates the imbalance between food demand and supply, ultimately leading to greater dependence on food supplies from outside the city (Rahayu & Nindya, 2023).

Urban farming is present as one of the solutions to overcome the problem of food security in urban areas. Urban farming offers an approach that allows urban communities to take advantage of the limited space available for agricultural activities (Puspitasari & Arief, 2021). However, while urban farming can make a significant contribution to food security, many groups involved in urban farming face major challenges related to low institutional capacity, such as unclear organizational structures, poorly defined role sharing, and a lack of strong partnership networks with external parties (Nuryana & Wijaya, 2024). Based on data



compiled by the Indonesian NGO Council (2024), around 65-66% of civil society organizations (CSOs) in Indonesia are still in the category of low institutional capacity (Grade D) (Nabila & Mulyadi, 2022). This data shows that the majority of community groups, including those involved in urban farming, are still operating with minimal institutional capacity. This low institutional capacity hinders the effectiveness of groups in carrying out their activities efficiently (I. Lestari & Maulana, 2023).

Research conducted by Khairunnisa and Rini, (2021) shows that many civil society organizations do not yet have a systematic organizational structure, clear SOPs, and experts in their institutional structures. This causes difficulties in managing activities professionally and has an impact on the sustainability of these activities (Ikhwan & Cahyani, 2024). In addition, more than 70% of urban farming groups in Indonesia also face difficulties in accessing technology and capital, as well as building partnerships with the external sector. This further worsens their conditions in carrying out urban agricultural activities in a sustainable manner (Hidayati & Fauzi, 2020). These statistics reinforce the argument that institutional strengthening is urgently needed to improve the effectiveness of urban farming groups (Fitria & Prabowo, 2023). Without adequate institutional capacity, this group will not be able to survive for long, let alone grow. Therefore, it is important to strengthen organizational structures, role sharing, and external partnerships to support the sustainability of urban farming activities (Arifin & Harsono, 2022).

Although urban farming has great potential to improve food security in urban areas, many groups involved in the sector face significant institutional gaps. One of the main gaps is the unclear organizational structure and the division of roles that are not well documented (Setyaningrum & Maria, 2023). Without a clear structure, group members often feel confused about their duties and responsibilities, which in turn leads to poor coordination and ineffective decision-making. Another gap lies in the limitations in accessing external partnerships (Oktavia, 2023). Urban farming groups operating in urban areas often do not have adequate access to external parties, such as governments, academia, or the private sector. Strong partnerships with external parties can provide access to much-needed resources, such as funding, training, and technology. Without sufficient partnerships, urban farming groups will struggle to grow and optimize their potential (Magya Ramadhania Putri & Rodyah, 2016).

In addition, many urban farming groups do not have a structured long-term plan. In the absence of a clear annual work plan and periodic evaluations, this group cannot systematically monitor their progress (Hadilinatih & Widjajani, 2016). This results in irregularities in management and difficulties in measuring the success of the program. The absence of a road map for medium and long-term development is the main obstacle in achieving the sustainability of urban farming programs (Redi et al., 2022). The gap in terms of external partnerships is also seen in the group's limited access to the market. Many of the urban farming products produced by this group do not have adequate distribution channels, so marketing is one of the biggest challenges (Safitri & Kasmari, 2022). In fact, partnerships with the private sector and governments can help expand the market and provide training to improve the quality of the products produced (Zulkarnain & Fadli, 2022).

Research by Wulpiah (2017) shows that strengthening institutional capacity in regional-based economic empowerment groups can increase the group's adaptability to social and economic changes. This research suggests that community groups strengthen their

internal management by establishing clear work units and drafting annual work plans. It is important that each member of the group has a common understanding of their roles and obligations, which in turn will improve the coordination and effectiveness of the group in carrying out urban agricultural activities (Endah, 2020).

Research by Lahamutu (2020) found that groups of women involved in processing fishery products in Kuwaru Beach Bantul face difficulties in accessing product certification and modern production technology. This is due to the weak network of external partnerships and limited access to capital. The research shows that strong partnerships with external sectors can help groups gain access to the latest technologies, improve product quality, and expand their market network (Y. Lestari & Sunardi, 2024).

Research by Chazienul dan Lasititi (2021) emphasizes the importance of women's empowerment in the urban agriculture sector. They found that women's empowerment in this sector not only plays a role in improving food security but also creates new economic opportunities for women and society as a whole. Therefore, women's empowerment needs to be an integral part of the development of urban agriculture to increase economic and social independence.

Research by Ulum dan Anggaini (2020) shows that broader partnerships can strengthen the capacity of urban farming groups to manage their activities and access greater resources. This research shows that groups that have good partnerships with the government and the private sector have a greater chance of growing their businesses and improving the quality of the products produced. This research is very important to identify solutions that can address institutional gaps in urban farming groups (Yuliana & Lestari, 2021). By strengthening institutional capacity, urban farming groups can be more effective in managing their activities, improving coordination among members, and improving decision-making. In addition, with a clear organizational structure, the group can more easily plan activities and evaluate results on a regular basis (Alfiansyah, 2023).

In addition, this study also urges to examine the importance of external partnerships in the development of urban farming (Jaelani et al., 2019). By building strong partnerships with the private sector, government, and academia, urban farming groups can expand their access to critical resources such as funding, technology, and markets. A good partnership will open up opportunities for the group to innovate and develop their products in a more professional manner (Dos & Hein, 2020). The urgency of this research also lies in the need to increase the capacity of women in the urban agriculture sector. Women's empowerment in urban farming will strengthen food security in urban areas, reduce dependence on external food supplies, and improve women's social and economic welfare. Therefore, this study will delve deeper into how women's empowerment can be strengthened in the context of urban farming.

This research is also very relevant to contribute to the formulation of more effective policies to support urban farming in Indonesia. By understanding the challenges faced by urban farming groups, this research is expected to produce policy recommendations that can increase the effectiveness of urban farming programs and strengthen the institutional capacity of the group. In this context, this study aims to identify the factors that influence the success of urban farming groups and provide practical solutions to address existing institutional problems. Thus, the results of this study will make a real contribution to the development of urban farming in Indonesia and strengthen urban food security.

IMPLEMENTATION METHOD

Departing from the existing problems, the team carried out a scheme by making the logic of the program intervention applied to the community service program (PkM) explained in the following figure:

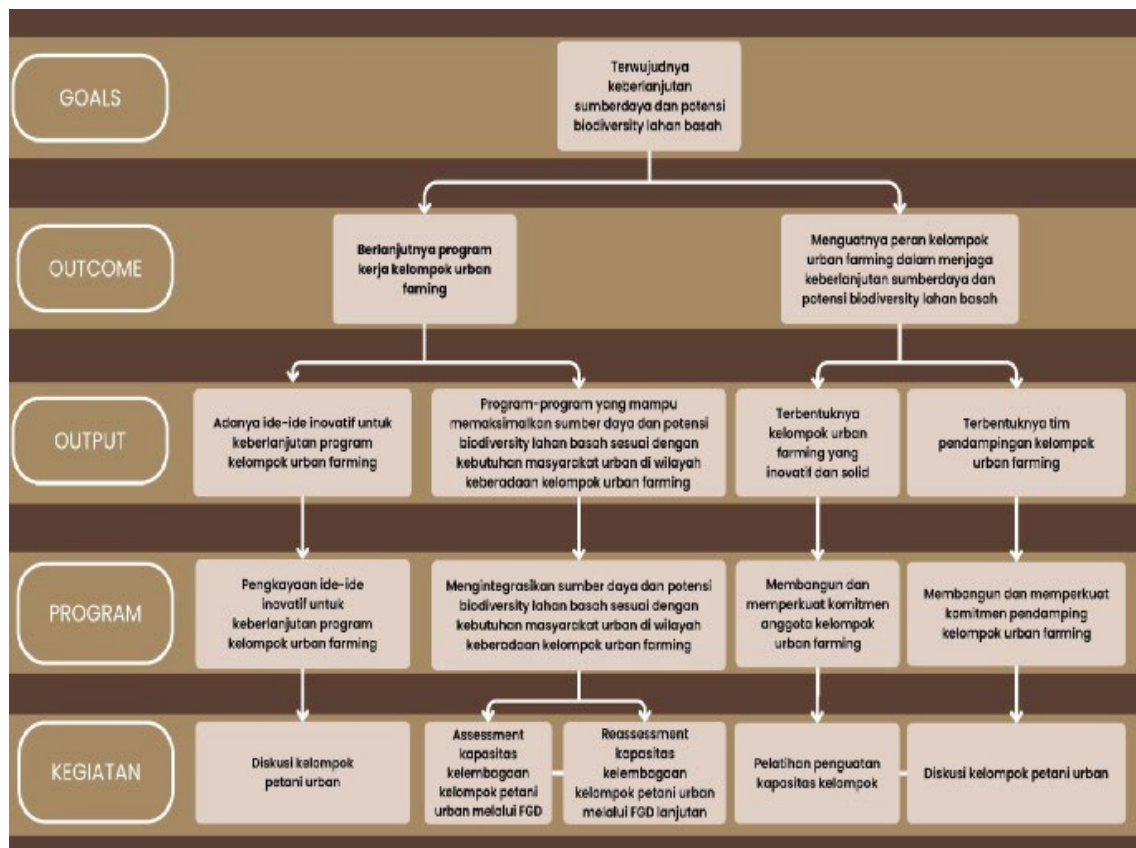


Figure 1. Program Intervention Logic

Stages of Activities The stages of activities in the implementation of this program consist of:

- Mapping urban wetland biodiversity that can support urban farming in Sungai Andai Village;
- Assessing the capacity of newly formed urban farming groups that function as a driving force for wetland biodiversity-based urban farming activities in Sungai Andai Village;
- Workshop "Institutional Strengthening of Urban Farming Groups Based on Urban Wetlands in Urban Wetlands in Sungai Andai Village, North Banjarmasin District"
- Creation of Urban Farming Business Guidelines Based on Urban Wetland Biodiversity

Specifically, this activity will go through the following stages (activities):

- Team preparation, which includes: 1) recruitment of student volunteers; 2) Strengthening the capacity of the program implementation team.
- Designing and developing guidelines for the implementation of activities.

- c. Social preparation, which is the socialization of the program and the recruitment of support teams from the community.
- d. The Focuss Group Discussion (FGD) examined the factors that inhibit urban farming activities based on urban wetland biodiversity in Sungai Andai Village.
- e. The organization (formation) of a group that will function as a driving force for the creative economy based on urban wetland biodiversity in Sungai Andai Village.

Partner Profile

The Puma III Wine Village Group is one of the urban farming groups that takes the initiative to develop grape cultivation in the urban wetlands of Banjarmasin, precisely in Sungai Andai Village, North Banjarmasin District. This group was initiated Istiyanti (2020) as an effort to use acid swamp land which has been considered less productive. The main challenge faced is the condition of the soil that is acidic and stagnant, so it requires special adaptations in cultivation techniques. Through a series of experiments and learnings, the group successfully grew grapes by modifying the planting medium and plant care, including regular pruning of leaves to increase fruit productivity.

In addition to cultivation, this group also sees opportunities from pruned grape leaves that are usually discarded or used as fertilizer. Endah and group members are trying to process it into grape leaf chips as a derivative product with economic value. However, this innovation is still limited to a home scale with unstructured marketing. The Puma III Wine Village Group is a strategic partner because it illustrates the potential utilization of urban wetland biodiversity through grape commodities that are not commonly cultivated in swampy areas.

Monitoring and Evaluation

Monitoring and evaluation will be carried out periodically at the end of each month during the implementation of the program to measure the achievement of the goals of each activity and its supporting activities. Monitoring and evaluation will be carried out 6 (six) times according to the duration of the program implementation by conducting interviews, discussions and several questions from the google form. The final evaluation will be carried out at the end of October 2025.

RESULTS AND DISCUSSION

This community service program departs from the spirit to strengthen the capacity of urban farmer groups as agents of social change in the governance of urban wetland resources (Marthalina, 2018). This activity is carried out in a participatory manner through discussion stages, institutional assessments, and group capacity strengthening training. Each stage is designed to foster collective awareness, strengthen social solidarity, and foster innovation based on the potential of *local* biodiversity (Pratiwi, 2012).

This community service program aims to strengthen the capacity of urban farmer groups as agents of social change in the management of urban wetland resources. The success of the program depends on the group's ability to manage resources efficiently and sustainably (Ikaningtyas et al., 2024). The program adopts a participatory approach, involving group discussion stages, institutional assessments, and group capacity building training. Each stage is designed to foster collective awareness, strengthen social solidarity, and encourage

innovation based on the potential of local biodiversity that exists around them (Hadilinatih & Widjajani, 2016).

The first stage was an urban farmer group discussion, which focused on the excavation and enrichment of innovative ideas for the sustainability of the program. These discussions serve not only as a communication forum, but also as a space to build mutual awareness about the importance of the sustainability of urban farming programs (Prihanto & Lahardo, 2022). In this discussion session, the group was faced with various problems they face in urban agriculture in wetlands, such as technological limitations, limited market access, and the issue of regeneration of young farmers (Tranggono et al., 2017). From this emerge innovative ideas, such as the use of adaptive planting media and the integration of food crops with horticulture, which are expected to increase the productivity and competitiveness of their agricultural products (Fuadi et al., 2021).

The second stage involves institutional assessment and reassessment through Focus Group Discussions (FGDs), which aim to map the institutional strengths and weaknesses of the group. This process is important to identify internal issues that hinder the effectiveness of the group, such as unclear division of roles and lack of good administrative records (Fuadi et al., 2021). The results of this FGD resulted in an awareness that to achieve sustainability, the group needs to strengthen institutional governance by creating clearer work units, developing annual work plans, and strengthening members' commitment to supporting the Shared Goals (Wardoyo & Harnani, 2019).

Institutional training and assistance is the third stage that aims to improve the technical, managerial, and social abilities of group members. In this training, participants were taught about financial administration management, business planning, and strengthening partnerships with external parties such as the government and the private sector (Handayani et al., 2024; Santoso et al., 2022). By using the learning by doing method, participants not only receive material but are also directly involved in the simulation of the preparation of business plans and strategies for the promotion of urban farming products. This approach is expected to strengthen the group's internal commitment to program sustainability.

1. Urban Farmer Group Discussion

The first stage was a series of participatory discussions with urban farmer groups focused on the excavation and enrichment of innovative ideas for the sustainability of the program. These discussions serve not only as a communication forum, but also as a social arena where group members reflect on experiences, build mutual awareness, and identify new opportunities in resource management.



Figure 2. Team discussions with Farmers

In each session, group members were invited to map the problems they faced in urban farming practices in wetlands—ranging from technology limitations, market access, to the regeneration of young farmers. Through this process, various innovative ideas emerge such as the use of adaptive planting media of swampland, integration of food crops and horticulture, and joint venture models oriented to the local market. These discussions are an important basis in strengthening the sense of *belonging* and *sense of responsibility* of group members towards the sustainability of the program they have built themselves

2. Institutional Assessment and Reassessment: Building Collective Awareness and Commitment

The second stage 241is the assessment and reassessment of the institutional capacity of urban farmer groups through a *Focus Group Discussion (FGD)*. This process aims to map the institutional strengths and weaknesses of groups and integrate the biodiversity potential of wetlands according to the needs 241of urban communities. Through the FGD, group members and the service team reflect on the organizational structure, decision-making mechanism, and effectiveness of coordination between members. This participatory approach allows each member to express their views on the extent to which the group has functioned democratically and productively.



Figure 3. Focus Group Discussion (FGD)

This assessment process produced several important findings: the weak division of roles within the group, the lack of optimal administrative records, and the lack of a network of external partnerships. From the results of the evaluation, a reassessment was carried out to develop a new strategy to strengthen institutional governance through the establishment of clearer work units, the preparation of annual work plans, and the strengthening of members' joint commitments. This activity also functions as a medium for social consolidation, where the values of mutual cooperation and trust are strengthened as the main social capital for the institutional sustainability of urban farmer groups

3. Group Capacity Building and Mentoring Training

The third stage is institutional training and assistance, which is directed at improving the technical, managerial, and social skills of members of urban farmer groups. The training covers topics such as group financial administration management, business planning, local potential-based innovation, and strategies for building partnership networks with

governments and the private sector. This activity was carried out interactively with *the learning by doing* method and *coaching clinic*, where participants not only received material, but were also directly involved in the simulation of preparing group business plans and strategies for promoting urban farming products.



Figure 4. Group Capacity Building Training

Follow-up discussions after the training are used to strengthen the group's internal commitment so that each member has responsibility for the sustainability of the program. A sustainable mentoring approach ensures that the resulting capacity transformation does not stop at training alone but transforms into a social practice that lives in the community.

Monitoring and evaluation

The implementation of Monev is carried out periodically at the end of each month during the implementation of the program to measure the achievement of the goals of each activity and its supporting activities. Monitoring and evaluation were carried out 6 (six) times according to the duration of the program implementation with discussions and interviews with members, then carried out by sharing google form links to group members. The final evaluation will be carried out at the end of September 2025. From the results of the evaluation from the google form, the team drew it with the graph below.

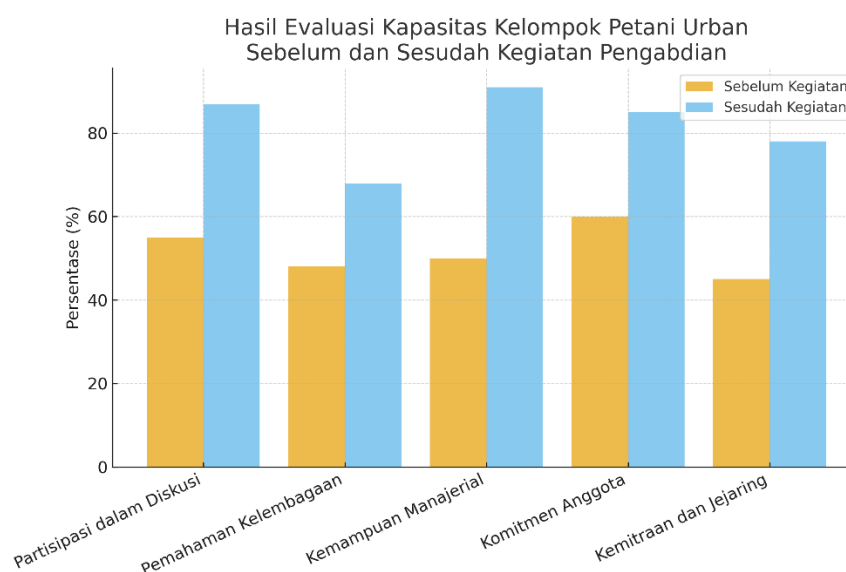


Figure 5. Evaluation Results

This chart shows three main indicators:

- a) Member participation, increased from 70% to 92%

The participation of members of urban farmer groups showed a significant increase during the program implementation period, from 70% in May to 92% in October 2025. This increase reflects the growth of awareness and a *sense of belonging* to group activities.

- b) Understanding of training materials, increased from 65% to 91%

Evaluation of the understanding of training materials showed an increase from 65% at the beginning of the program to 91% at the end of the activity. The aspects assessed include understanding of the concept of institutional management, financial administration, business planning, and partnership strengthening strategies.

- c) Group institutional capacity, increased from 60% to 90%

The institutional capacity of urban farmer groups has increased steadily from 60% at the beginning of the program to 90% at the end of the evaluation period. This indicator is measured based on the results of an assessment of the organizational structure, decision-making mechanism, administrative documentation, and the effectiveness of coordination between members.

During the process of implementing the community service program, several substantive and technical obstacles were recorded through the results of periodic monitoring and evaluation.

Obstacles Faced

During the process of implementing the community service program, several substantive and technical obstacles were recorded through the results of periodic monitoring and evaluation. One of the main obstacles faced by partner groups is the lack of managerial and institutional administrative skills. As a result, the activities carried out are often not systematically documented and difficult to evaluate quantitatively. The phenomenon that occurred is also similar to the findings of research which stated that low management capacity causes weak adaptation of community organizations to changes in the social and economic environment (Nuryana and Wijaya, 2024).

CONCLUSIONS AND SUGGESTIONS

The institutional strengthening of wetland biodiversity-based urban farming groups in Sungai Andai Village has succeeded in building a clear organizational structure, effective role sharing, and sustainable partnership strategies. Through group discussions, institutional assessments, and training, there has been a significant improvement in the technical and managerial abilities of group members. This success shows that urban farming groups can develop into independent learning communities that are adaptive to changes in the urban environment. As a suggestion for future research, it is recommended to conduct more in-depth collaborative research on the replication of this institutional model in other urban areas. The implication of this research is the importance of establishing a multi-stakeholder partnership forum involving the government, academia, and the private sector, to ensure the sustainability of urban farming programs and support food security and sustainable development at the local level.

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