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PROGRAM EVALUATION OF THE BANJAR PACKAGING HOUSE: IMPROVING PACKAGING QUALITY IN FOOD SMALL AND MEDIUM INDUSTRIES

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Abstract

The Banjar Packaging House Program (*Program Rumah Kemasan Banjar*) is an initiative by the Banjar Regency Government to enhance packaging quality and the competitiveness of Small and Medium Industry (SMI) products through consultation services, packaging design, and mentoring. This study aims to evaluate the implementation of the program and its inhibiting factors using a qualitative approach with the CIPP (Context, Input, Process, Product) evaluation model. Data were collected through interviews, observation, and documentation using purposive, incidental, and snowball sampling techniques. The results indicate that the program has run fairly well and remains relevant to the needs of SMIs, successfully improving packaging design quality and the understanding of some business actors. However, several constraints persist, such as differing perceptions regarding the importance of packaging, resource limitations, unstandardized services, a lack of sustainable mentoring, and suboptimal monitoring and evaluation. Program achievements remain dominant at the output level, while the outcome has not been evenly distributed because some recipients have not yet implemented the services provided. Overall, the Banjar Packaging House Program has made a positive contribution, but requires strengthening resources, standardizing services, sustainable mentoring, expanding partnerships, and improving the monitoring and evaluation system to optimize the program's effectiveness and sustainability.

Keywords: Banjar Packaging House Program, Evaluation, Product Packaging.

INTRODUCTION

Small and Medium Industries (SMIs) play a strategic role in economic development through job creation, local potential development, and enhancing the competitiveness of regional products. Tambunan (2009, cited in Pudjowati et al., 2023) states that SMIs are recognized as sources of production and technological innovation, catalysts for the growth of creative and innovative entrepreneurs, and creators of skilled and flexible labor within production processes to adapt to rapid changes in market demand. This activity is a process of improving public welfare by increasing the production, distribution, and consumption of goods and services, which ultimately aims to raise living standards, reduce poverty, and improve the quality of life.

The vital role of SMIs in creating employment opportunities and sources of income for the community in Indonesia is undeniable. Recent data from the Ministry of Industry (Kemenperin) indicates that the number of SMIs in Indonesia reached 4.52 million units, or approximately 99.77% of the total industrial business units in 2024. In addition to absorbing labor, SMIs also contribute as a source of innovation and drivers of the community economy. In Banjar Regency, the processed food SMI sector has shown significant growth. The Banjar Regency Satu Data (One Data) portal in 2025 recorded 2,918 processed food SMI units that were capable of employing more than 6,600 workers.

This potential serves as essential capital to support regional economic growth. However, most SMIs still face constraints in increasing product competitiveness, particularly regarding packaging quality, which often fails to meet modern market standards. Packaging that is unappealing, uninformative, and unable to protect the product optimally presents a barrier to expanding market access.

As an effort to address these issues, the Banjar Regency Government, through the Department of Cooperatives, Micro Enterprises, Industry, and Trade, established the Banjar Packaging House (Rumah Kemasan Banjar) in 2017. This program aims to provide facilitation for packaging design and development to enhance the added value and competitiveness of SMI products. Up to 2024, the Banjar Packaging House has facilitated 476 SMI actors with 724 product packaging designs. Nevertheless, this number covers only about 16.3% of the total processed food SMIs in Banjar Regency.

In its implementation, the Banjar Packaging House still faces several constraints. Services centralized in the Martapura District result in limited accessibility for SMI actors located far from the regency's center. Furthermore, human resource limitations impact service capacity, which is not yet proportional to existing needs. The program also remains focused on facilitating packaging design without providing assistance up to the print production stage. Consequently, many SMI actors face difficulties in realizing the created packaging designs due to budget constraints and minimum order quantity (MOQ) requirements from printing companies.

From a community empowerment perspective, the Banjar Packaging House program has not yet fully met the enabling, empowering, and protecting aspects as proposed by Suharto (2018). Moreover, academic studies comprehensively evaluating the effectiveness of this program remain very limited. Previous research generally focused only on service implementation or packaging design outcomes without examining the program components as a whole.

Therefore, this study aims to describe, analyze, and evaluate the Banjar Packaging House Program in improving the packaging quality of food SMI products in Banjar Regency using the CIPP (Context, Input, Process, Product) evaluation model, as well as to identify and evaluate the factors hindering the implementation of the program. Through this evaluation, it is expected

to provide an overview of program relevance, resource adequacy, implementation process effectiveness, program outcomes, and various constraints faced as a basis for formulating program improvement recommendations and strengthening the competitiveness of food SMIs in Banjar Regency.

RESEARCH METHODS

Research Approach and Type

This study employs a qualitative approach because it aims to understand social phenomena deeply within a natural and dynamic context. According to Sugiyono (2017), qualitative research is used to investigate the condition of natural objects where the researcher serves as the key instrument, producing descriptive data in the form of words. Moleong (2019) explains that qualitative research focuses on understanding social phenomena holistically through the description of individual or group experiences. In line with this, Denzin and Lincoln (2018) emphasize that qualitative research is an interpretive activity intended to understand the meanings that individuals or groups assign to their experiences. Therefore, this approach was selected to explore the implementation of the Banjar Packaging House Program, as well as the experiences and perceptions of the actors involved.

The type of research utilized is explanatory research. Bungin (2015) states that explanatory research aims to explain causal relationships and their underlying factors. Nazir (2017) adds that explanatory research attempts to explain why a phenomenon occurs and its causing factors. Meanwhile, Faisal (2018) asserts that explanatory research within a qualitative context does not merely answer "what" and "how" questions, but also uncovers why a phenomenon takes place. Consequently, this research type was chosen to explain the implementation of the Banjar Packaging House Program, identify inhibiting factors, and provide a foundation for program improvement recommendations.

Research Location

The research was conducted at the Department of Cooperatives, Micro Enterprises, Industry, and Trade of Banjar Regency, as well as the Banjar Packaging House, located in Martapura District, Banjar Regency. The research location was chosen based on considerations of its suitability with the research focus, uniqueness, and relevance to the problems being studied (Hardani et al., 2020). The selection of this location is based on its role as the implementer of the Banjar Packaging House Program, which serves as the object of this study.

Research Informants

In qualitative research, informants are the primary data sources, selected based on their ability to provide relevant and in-depth information regarding the phenomenon under study. Moleong (2019) states that an informant is an individual utilized to provide information about the research situation and condition. Meanwhile, Sugiyono (2017) asserts that the selection of informants is carried out purposively in accordance with the research objectives. Bungin (2015) adds that informants act as subjects who give meaning to the phenomenon being studied.

The determination of informants uses non-probability sampling techniques, which include purposive sampling, incidental sampling, and snowball sampling. Purposive sampling is used to select informants who have a direct connection to the program (Sugiyono, 2017; Bungin, 2015). Incidental sampling is used to capture food SMI actors encountered by chance who meet the research criteria (Nazir, 2017; Sugiyono, 2017). Meanwhile, snowball sampling is

used to obtain additional informants through the recommendations of previous informants (Arikunto, 2019; Bungin, 2015).

The research informants consist of the Head of the Department of Cooperatives, Micro Enterprises, Industry, and Trade of Banjar Regency; the Head of the Industry Division or the official supervising the Banjar Packaging House Program; the relevant Section Head; the operators/designers of the Banjar Packaging House; and food SMI actors who have and have not received facilitation from the Banjar Packaging House.

Data Sources and Research Instruments

This study uses two types of data sources: primary data and secondary data. Primary data were obtained directly from informants associated with the implementation of the Banjar Packaging House Program through interviews and observation. Meanwhile, secondary data were obtained through documentation studies of various documents, reports, archives, literature, and other sources relevant to the program being studied.

Research instruments are tools used to collect data, such as cameras, recording devices, interview guides, and the researcher themselves. The primary instrument in this study is the researcher (human instrument), who plays a role in determining the research focus, selecting informants, collecting data, performing analysis, and drawing conclusions. To support the data collection process, interview guides, recording devices, cameras, and other supporting documents were utilized.

Data Collection Techniques

According to Abdussamad (2021), data collection techniques represent a strategic step in research because they aim to obtain the data required to answer the research problems. In this study, data were collected through observation, interviews, and documentation. Observation was conducted to directly observe the implementation of the Banjar Packaging House Program, including the service processes and conditions related to program execution. In-depth interviews were conducted with informants involved in the program, including parties from the Department of Cooperatives, Micro Enterprises, Industry, and Trade of Banjar Regency, the management of the Banjar Packaging House, and food SMI actors, to obtain information regarding program implementation and the factors influencing it. Meanwhile, documentation was used to complement the data from observations and interviews by collecting documents, archives, photographs, and recordings related to the Banjar Packaging House Program.

Data Analysis Techniques

Data analysis in this study employs the interactive qualitative data analysis model proposed by Miles, Huberman, and Saldana (2014), which consists of three stages: data condensation, data display, and conclusion drawing and verification.

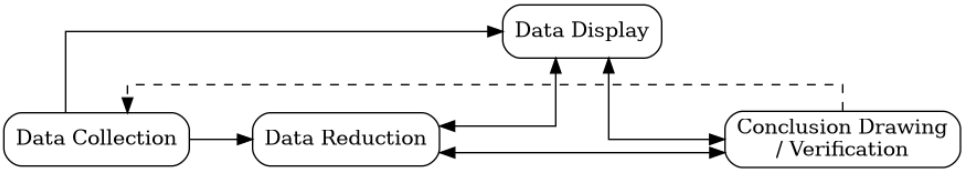

Figure 1. Flow of the qualitative data analysis model according to Miles and Huberman

During the data condensation stage, the researcher performs the process of selecting, focusing, abstracting, simplifying, and transforming the data obtained from interviews,

observations, and documentation. The data are then classified based on the CIPP (Context, Input, Process, Product) evaluation components used as the analytical framework. Next, the data are displayed in the form of narrative descriptions, tables, and interview quotes to facilitate the understanding of the research findings. The final stage is conclusion drawing and verification, which is the process of interpreting findings and re-checking the obtained data to generate valid conclusions regarding the implementation of the Banjar Packaging House Program (Miles, Huberman, & Saldana, 2014).

Data Validity Test

The validity of the data in this study was tested through a credibility test as proposed by Sugiyono (2017). The credibility test was carried out by increasing the researcher's diligence through the review of various relevant references, documents, and research results to ensure the consistency and accuracy of the data obtained. In addition, this study uses triangulation techniques to check data validity. According to Wiersma (1986), triangulation is the process of checking data from various sources, techniques, and times. Therefore, this study applies source triangulation, technique triangulation, and time triangulation (Sugiyono, 2017). Source triangulation was performed by comparing information from different informants; technique triangulation was conducted by comparing the results of interviews, observations, and documentation; while time triangulation was carried out by checking the data at different times to obtain data consistency and certainty.

RESULTS AND DISCUSSION

General Overview of the Research Location

1. Geographic Conditions and Area Size

This research was conducted in Banjar Regency, South Kalimantan Province, which is geographically located between 2°49′55″–3°43′38″ South Latitude and 114°30′20″–115°35′37″ East Longitude. Banjar Regency is bordered by Tapin Regency to the north, Tanah Laut Regency and Banjarbaru City to the south, Kotabaru Regency to the east, and Barito Kuala Regency and Banjarmasin City to the west.

Administratively, Banjar Regency consists of 20 districts, 13 sub-districts (*kelurahan*), and 277 villages, covering a total area of 4,668.5 km² (*Kabupaten Banjar dalam Angka*, 2025). This region possesses diverse geographical characteristics, ranging from lowlands to mountainous areas. These conditions result in the wide dispersal of food Small and Medium Industry (SMI) actors across various districts, which subsequently acts as a factor influencing accessibility to the Banjar Packaging House Program services, which are centralized in Martapura District.

2. Demographic Conditions

Based on data from the Central Bureau of Statistics (BPS) of Banjar Regency, the population of Banjar Regency in 2024 reached 584,684 people, with a sex ratio of 101.95% and a population growth rate of 1.34% (*Kabupaten Banjar dalam Angka*, 2025). The population distribution among districts shows considerable variation, with Martapura District having the highest population and density compared to other districts. This condition reflects Martapura's role as the center of government, economy, and public services in Banjar Regency.

In terms of age structure, the population of Banjar Regency is dominated by the productive age group (15–64 years), with a relatively balanced composition of males and females (*Kabupaten Banjar dalam Angka*, 2025). This demographic condition presents a strong

potential for business sector development, including the food SMIs scattered across various regions of Banjar Regency. The distribution of the population and economic activities also affects the need for access to the Banjar Packaging House Program services as a form of local government support to improve the competitiveness of SMI products.

3. Social Conditions

a. Education: Educational conditions in Banjar Regency are relatively good, supported by the availability of educational facilities at various levels, from elementary schools to higher education institutions. Based on data from *Kabupaten Banjar dalam Angka* (2025), primary education facilities are scattered throughout almost all regions of the regency, while secondary education and higher education facilities remain concentrated in certain districts. Furthermore, the literacy rate for the population aged 15 and above reached 99.92 percent, indicating that the community's literacy quality falls into an excellent category.
b. Health: The health conditions of the people in Banjar Regency are supported by various healthcare facilities spread across all districts. According to *Kabupaten Banjar dalam Angka* (2025), every district has at least one actively operating community health center (*Puskesmas*), supported by hospitals, auxiliary health centers (*Pustu*), polyclinics, and pharmacies. The availability of these facilities demonstrates the local government's commitment to improving public access to healthcare services.
c. Religion: Banjar Regency is known as a deeply religious region, with the majority of the population practicing Islam. Based on *Kabupaten Banjar dalam Angka* (2025), the population of Banjar Regency is predominantly Muslim, alongside other religious adherents including Protestants, Catholics, Hindus, Buddhists, Confucianists, and traditional beliefs. This diversity reflects a harmonious social life maintained through tolerance and pluralism.

4. Vision and Mission of Banjar Regency

The regional medium-term vision put forward by the elected Regional Head, as outlined in the Medium-Term Regional Development Plan (RPJMD) of Banjar Regency, is "*The Realization of a Progressive, Independent, and Religious Banjar Regency.*"

Based on this vision, the development missions of Banjar Regency are established as follows:

1) Improving the quality of life and the quality of human resources;
2) Enhancing a quality, community-based economy and ensuring equitable and just regional development;
3) Managing a sustainable environment;
4) Implementing accountable, good, clean, and effective governance; and
5) Strengthening the religious character, good morals, and noble personality of the community, while creating an orderly, safe, and democratic community life.

5. Legal Basis for the Establishment of the Department of Cooperatives, Micro Enterprises, Industry, and Trade of Banjar Regency

The Department of Cooperatives, Micro Enterprises, Industry, and Trade of Banjar Regency was established based on Banjar Regency Regional Regulation (*Peraturan Daerah*) Number 8 of 2021 concerning Amendments to Banjar Regency Regional Regulation Number 13 of 2016 concerning the Formation and Structure of Regional Apparatus (Supplement to the Regional Gazette of

Banjar Regency Year 2021 Number 6). The Department of Cooperatives, Micro Enterprises, Industry, and Trade is led by a Department Head who is subordinate and accountable to the Regent (*Bupati*).

6. Goals and Objectives of the Department of Cooperatives, Micro Enterprises, Industry, and Trade of Banjar Regency

Goals can be defined as an elaboration or application of the mission intended to be achieved within a timeframe of 1 (one) to 5 (five) years, considering the resources owned to determine the necessary steps. Meanwhile, objectives are a more detailed breakdown of the goal formulation, stating specific achievements within a 5-year timeframe and compiled in 5-year periods. The goals and objectives are outlined in the following table:

Table 1. Goals and Objectives of the Department of Cooperatives, Micro Enterprises, Industry, and Trade of Banjar Regency 2021–2026

No.	Goals	Objectives	Goal/Objective Indicators
1	Development of productivity and competitiveness of Cooperatives and Micro Enterprises (UM)		Percentage of Quality Cooperatives
			Percentage of Micro Enterprises transitioning into entrepreneurs
		Increasing Quality Cooperatives	Percentage of Quality Cooperatives
		Increasing Micro Enterprises transitioning into entrepreneurs	Percentage of Micro Enterprises Transitioning into Entrepreneurs
2	Increasing Public Purchasing Power		Purchasing Power Index
		Increasing the Performance of the Trade Sector	Growth Percentage of GRDP in the Trade Sector
3	Increasing the Acceleration of the Manufacturing Industry		Economic Growth Rate (LPE) of the Manufacturing Industry Sector
		Increasing the Acceleration of the Manufacturing Industry	Growth Percentage of GRDP in the Manufacturing Industry Sector

Source: Second Amendment to the Strategic Plan (Renstra) of the Department of Cooperatives, Micro Enterprises, Industry, and Trade of Banjar Regency 2021–2026, (2025).

7. Strategy and Policies

A strategy is a statement explaining how goals and objectives will be achieved, which is further translated into a series of policies. To achieve the medium-term Goals and Objectives of the Department of Cooperatives, Micro Enterprises, Industry, and Trade, the following strategies have been established:

a. Improving the institutional quality of cooperatives;
b. Enhancing the business competitiveness of cooperatives;
c. Increasing the managerial capacity building of micro enterprises;

d. Developing the Metal, Machinery, Electronics, and Transport Equipment Industry (ILMEASA) and the Chemical, Plantation Products, and Building Materials Industry (AGROKIM) sectors;
e. Increasing the Use of Regional Products/Commodities;
f. Maintaining the balance of the price coefficient of basic and essential commodities; and
g. Optimizing the capacity of apparatus human resources and performance accountability as the main backbone of services for public economic development.

A policy is a mandatory guideline to be followed in carrying out actions to implement the chosen strategy, ensuring it is more directed toward achieving goals and objectives. After the strategy is determined, policies need to be formulated. The policies established by the Department of Cooperatives, Micro Enterprises, Industry, and Trade are as follows:
a. Enhancing cooperative development;
b. Increasing the Supervision and Institutional Assessment of Cooperatives;
c. Improving the quality of human resources in cooperatives;
d. Enhancing the competitiveness and business quality of cooperatives;
e. Improving the business climate to foster micro-enterprise growth;
f. Enhancing the development of business support systems for micro enterprises;
g. Increasing the development of small and medium industries;
h. Developing and revitalizing public markets;
i. Improving the arrangement of the business world and business/distribution actors;
j. Facilitating partnership cooperation to expand marketing networks between regions and export development;
k. Enhancing the marketing of regional products/commodities;
l. Improving legal metrology (*tertib ukur*) in all sectors;
m. Increasing the control and monitoring of the distribution flow, prices, and stocks of basic and essential commodities; and
n. Increasing bureaucratic capacity and public service quality.

8. Description of Main Duties, Functions, and Organizational Structure of the Department of Cooperatives, Micro Enterprises, Industry, and Trade of Banjar Regency

The Department of Cooperatives, Micro Enterprises, Industry, and Trade of Banjar Regency, in setting its Main Duties and Functions, is based on Banjar Regency Regent Regulation (*Peraturan Bupati*) Number 56 of 2021 concerning the Position, Organizational Structure, Duties, Functions, and Working Procedures of Regional Apparatus.

The Department has the duty of assisting the Regent in executing regional government affairs that fall under local authority and assistance tasks in the fields of cooperatives, small businesses, industry, and trade. To perform these duties, the Department holds the following functions:
a. Formulating technical policies in the areas of supervision and inspection, health assessment of Cooperative Savings and Loans (KSP)/Cooperative Savings and Loans Units (USP), cooperative education and training, empowerment and protection of cooperatives, empowerment and development of micro enterprises, industrial development planning, industrial business, national industrial information systems, trade distribution facilities, price stabilization of basic and essential commodities, export development, standardization, and consumer protection;

b. Implementing policies in the areas of supervision and inspection, health assessment of KSP/USP cooperatives, cooperative education and training, empowerment and protection of cooperatives, empowerment and development of micro enterprises, industrial development planning, industrial business, national industrial information systems, trade distribution facilities, price stabilization of basic and essential commodities, export development, standardization, and consumer protection;
c. Executing evaluation and reporting in the areas of supervision and inspection, health assessment of KSP/USP cooperatives, cooperative education and training, empowerment and protection of cooperatives, empowerment and development of micro enterprises, industrial development planning, industrial business, national industrial information systems, trade distribution facilities, price stabilization of basic and essential commodities, export development, standardization, and consumer protection;
d. Managing the administration of the Department (DKUMPP);
e. Guiding and controlling Technical Implementation Units (UPTD) within the Department; and
f. Performing other functions assigned by the Regent related to its duties and functions.

The organizational elements of the Department of Cooperatives, Micro Enterprises, Industry, and Trade consist of:
a. Secretariat;
b. Cooperative Division;
c. Micro Enterprise Division;
d. Industry Division;
e. Trade Division; and
f. Metrology and Business Development Division.

Implementation of the Banjar Packaging House Program

The research results presented below are based on the outcomes of observations, interviews, and documentation conducted by the researcher in the field. These findings are structured around the focus of the two previously established research formulations: namely, the implementation of the Banjar Packaging House Program in improving the packaging quality of food SMI products, and the inhibiting factors encountered during its execution in Banjar Regency.

The Banjar Packaging House Program has become an essential initiative in the local government's efforts to enhance the packaging quality of food SMI products. This program evaluation aims to investigate the extent to which the Banjar Packaging House Program has achieved effectiveness in its implementation, as well as to identify the factors hindering its execution. The following are the research findings obtained by the researcher.

1. Background of the Banjar Packaging House Program

a. Program Relevance to SMI Needs

The Banjar Packaging House was established to address the problem of low packaging quality among food SMI products in Banjar Regency. Operating since 2017 and funded through the Banjar Regency Regional Budget (APBD), this program provides consultation, mentoring, and packaging design facilitation services to increase the added value and competitiveness of SMI products.

Based on the interviews, the program administrators assessed that most SMIs still face limitations regarding knowledge of packaging functions and standards. The Banjar Packaging House operator stated that many SMI actors still use simple packaging, lack adequate labeling, and have not completed business and product distribution licenses. Echoing this view, the Head of the Industry Division explained that SMI actors generally still view packaging merely as a product wrapper rather than as an identity and marketing tool. The Head of the Department of Cooperatives, Micro Enterprises, Industry, and Trade of Banjar Regency also emphasized that this program was formed because many SMI products possess good quality but are less able to compete due to their simple packaging.

Nevertheless, the research findings indicate that not all SMI actors perceive packaging development as an urgent need. Several non-recipient SMI actors stated that changing packaging requires additional costs for printing and could potentially increase production costs. Furthermore, they evaluated that their current packaging is still sufficient to support sales because existing customers are already familiar with the products being marketed.

Observations also revealed that there are still SMI products that do not meet the food labeling regulations stipulated in the Food and Drug Authority (BPOM) Regulation Number 31 of 2018, such as failing to fully include ingredients, net weight, expiration information, and distribution license numbers. This condition indicates a gap between the perception of some SMI actors regarding the adequacy of their current packaging and the packaging standards required to boost product competitiveness.

These findings show that the relevance of the Banjar Packaging House Program to SMI needs varies. For SMIs oriented toward business development and market expansion, this program is considered highly relevant. However, for SMIs still focused on local markets with relatively stable sales, packaging development is not yet viewed as a primary priority. Thus, in general, the program aligns with the need to enhance SMI competitiveness, although the level of perceived need among business actors still differs.

b. Clarity of Objectives

The Banjar Packaging House Program has clear objectives: namely, to increase the added value and competitiveness of SMI products by strengthening packaging aspects. These objectives are realized through various services, such as packaging consultation, packaging design facilitation, packaging prototype creation, mentoring on the use of packaging tools and machinery, as well as education and socialization for SMI actors. Consequently, the program is not only oriented toward creating packaging designs but also toward building the capacity and understanding of SMI actors regarding the importance of packaging in product marketing.

Based on the interviews, the Head of the Industry Division explained that the goal of the Banjar Packaging House is to increase the added value of SMI products through better packaging, while simultaneously educating business actors on labeling standards, product identity, and marketing strategies. Similarly, the operator of the Banjar Packaging House stated that the services provided do not only consist of packaging designs but also include mentoring and education so that SMI actors can gradually improve the quality of their businesses.

The research results show that the program's objectives are consistently understood by the implementers and are reflected in the services provided to SMI actors. However, in practice, there remains a gap between the program's ideal goals and field execution. In the initial planning, the Banjar Packaging House was expected to provide more integrated services that included packaging print facilitation and product marketing support. Nevertheless, current

active services are still dominated by design facilitation and prototype creation due to limitations in budget, facilities, human resources, and operational support.

These findings indicate that the objectives of the Banjar Packaging House Program have been formulated clearly and are relevant to efforts to enhance SMI competitiveness. Even so, not all planned objectives have been optimally realized, meaning that program achievements remain dominant at the output level in the form of designs and packaging mentoring, rather than broader outcomes such as sustainable packaging usage and marketing reinforcement.

2. Support Capacity and Capabilities of the Banjar Packaging House Program

a. Availability of Human Resources (HR)

The availability of human resources is a crucial factor determining the capacity of the Banjar Packaging House Program. According to the 2026 Performance Agreement data, the operations of the Banjar Packaging House are supported by three staff members responsible for packaging design services, consultation and mentoring, education and socialization, data management, and program administration.

The findings show that the number of available human resources is still relatively limited compared to the scope of services that must be provided to SMI actors. Each staff member performs multiple functions simultaneously, resulting in a high workload. This condition is particularly evident in the packaging design function—the program's primary service—which is handled by only one designer. As stated by the Banjar Packaging House operator: "*Our design personnel is still very lacking; there is only one person handling designs. Therefore, when demand is high, it becomes constrained by time, and the service becomes unbalanced with the number of incoming SMIs.*" (Interview, December 10, 2025).

This limited number of personnel impacts the program's service capacity, especially during surges in service requests from SMI actors. This condition potentially leads to service delays, limited mentoring intensity, and a high dependency of the program on specific individuals. Thus, although the available personnel have been able to run the program, the human resource capacity of the Banjar Packaging House is still not fully adequate to meet the service needs of SMIs optimally.

b. Availability of Facilities and Infrastructure

Facilities and infrastructure are critical factors supporting the execution of the Banjar Packaging House Program. Based on inventory data, the Banjar Packaging House possesses various supporting facilities, such as computers and printers for designing, as well as technical equipment including hand sealers, continuous sealers, cup sealers, vacuum sealers, laminating machines, printing machines, barcode tools, and packaging cutting machines. These facilities demonstrate that the program supports not only the design process but also the prototype creation and finishing stages of packaging.

Nonetheless, the research results indicate that the utilization of facilities and infrastructure has not been optimal. Several pieces of equipment are in poor condition or damaged, such as some hand sealer units, certain printing machines, automatic screen printing machines, and spinner machines. Furthermore, the lack of primary facilities, particularly printing machinery for large-scale production, causes the services of the Banjar Packaging House to remain focused on design facilitation and packaging sample (prototype) manufacturing.

This situation is corroborated by the statement of the Banjar Packaging House operator, Mr. Rofiq, who mentioned that supporting facilities are actually available, and some can be

used by or loaned to SMI actors. However, printing press limitations and the substandard condition of several tools mean that services cannot yet reach the mass production stage, and the utilization of existing facilities has not run at maximum capacity *(Interview, December 10, 2025)*.

Consequently, the facilities and infrastructure of the Banjar Packaging House are generally adequate to support basic program services, particularly at the design and prototype stages. However, limitations in the quantity, condition, and capacity of some equipment remain a hurdle, necessitating repairs, maintenance, and facility additions so that services to SMI actors can run more optimally and sustainably.

c. Budget

The budget is a critical factor determining the sustainability and quality of the Banjar Packaging House Program services. The budget details for the Banjar Packaging House Program can be seen in the following Table.

Table 2. Budget Details of the Banjar Packaging House Program

Year	Sub-Activity	Budget Amount (IDR)
2024	Coordination, Synchronization, and Implementation of Industrial Resource Development	30,528,000
2025	Coordination, Synchronization, and Implementation of Industrial Resource Development	145,743,000
2026	Coordination, Synchronization, and Implementation of Industrial Facilities and Infrastructure	74,978,000

Source: Budget Execution Documents (DPA) of the Department of Cooperatives, Micro Enterprises, Industry, and Trade of Banjar Regency for the Years 2024, 2025, and 2026.

The research results show that the available budget has been able to support the program's basic operational needs, such as the procurement of office stationery, cleanliness needs, electricity, inventory maintenance, socialization activities, education, and packaging design facilitation. Additionally, the budget is also utilized to provide packaging samples (prototypes) to SMI actors as an initial implementation of the generated designs.

The Head of the Industry Division, Mr. Rusdian, explained that the current budget is sufficient for operational needs and packaging design facilitation, but it is not yet capable of supporting large-scale packaging production. Therefore, the services provided remain limited to the design and sample manufacturing stages *(Interview, April 14, 2026)*. This statement was reinforced by the operator of the Banjar Packaging House, Mr. Rofiq, who stated that the packaging assistance given to SMIs is still in the form of samples in limited quantities due to budget constraints, while subsequent printing remains the responsibility of each SMI actor *(Interview, December 10, 2026)*.

Thus, the budget for the Banjar Packaging House Program is adequate to support core services consisting of consultation, design, education, and prototype creation. However, budget limitations remain a constraint in developing more comprehensive services, particularly to support mass production and expand program reach to more SMI actors.

3. Service Governance of the Banjar Packaging House Program

a. Design Service Mechanism

The service mechanism of the Banjar Packaging House is an important indicator in assessing the effectiveness of packaging design service delivery for SMI actors. Based on the

findings, the service process begins with registration and consultation to identify product characteristics, target markets, and packaging needs. This information serves as the basis for developing a design tailored to the product type and intended market segmentation. Subsequently, the designer creates an initial draft sent to the SMI actors via digital media to obtain feedback and revisions until an agreement is reached, before the final design is deliveredin softcopy format *(Interview with Mr. Rofiq, December 10, 2025).*

Observations indicate that the implemented service mechanism has run systematically and participatively. SMI actors are involved in every stage of design development, ensuring the results better suit their business needs. Furthermore, the services do not solely focus on the visual aspects of the packaging but also take into account product characteristics and marketing goals.

Nevertheless, service effectiveness still faces several constraints. Ideally, simple designs can be completed in a relatively short time, while more complex packaging designs require one to two days. However, in practice, the completion process often experiences delays of up to a week or more. This condition is influenced by the high volume of service requests, the limitation of having only one designer, and the long response times of SMI actors in providing feedback on the proposed designs *(Interview with Mr. Rofiq, December 10, 2025).*

Additionally, the revision mechanism lacks clear standard operating procedures. Revisions are conducted flexibly according to the needs of the SMI actors without restrictions on the number of revisions or completion time. On one hand, this condition shows service flexibility and an orientation toward user satisfaction. On the other hand, the absence of standardized timeframes and revision limits potentially creates uncertainty in the service process and affects the workflow efficiency of the program implementers.

In conclusion, the design service mechanism of the Banjar Packaging House has run systematically, participatively, and oriented toward the needs of SMI actors. However, its implementation effectiveness still needs improvement through the establishment of clearer service standards, particularly regarding completion times and design revision mechanisms, so that service quality and certainty can be better guaranteed.

b. Intensity and Quality of Mentoring

The mentoring conducted by the Banjar Packaging House does not solely focus on creating packaging designs, but also encompasses education on the importance of packaging, the completeness of product label information, and the role of packaging in increasing product competitiveness and sale value. The approach used is persuasive, tailoring explanations to the comprehension level of each SMI actor.

In terms of quality, the mentoring has provided benefits in increasing the knowledge of SMI actors regarding packaging standards and product labeling. However, in terms of intensity, mentoring remains limited and situational because it is generally only conducted while the consultation process is underway. After a design is completed, there is no structured and sustainable follow-up mentoring program.

Furthermore, the service pattern remains passive—waiting for SMI actors to come to the Banjar Packaging House—which results in suboptimal service coverage. The vast territory of Banjar Regency stands as one of the factors limiting access for some SMI actors to mentoring services. Therefore, it is necessary to strengthen mentoring methods through a more active approach, increasing interaction intensity, and expanding service coverage so that program benefits can be felt by more SMI actors, thereby fostering sustainable behavioral shifts and packaging innovations.

4. Service Products of the Banjar Packaging House

a. Availability of More Informative Packaging Designs

One of the primary outputs of the Banjar Packaging House Program is the availability of packaging designs that are more informative and compliant with product labeling standards. Because the program's services remain limited to the design stage and do not yet encompass mass printing, the program's success is largely measured by the quality of the generated designs. There is a significantly noticeable difference between the packaging condition before and after receiving design facilitation, as can be observed in the following figures:

Figure 2. Examples of Products Facilitated with Sticker Designs and Full-Color Packaging

The research results indicate that the facilitated packaging designs have incorporated more complete product information, such as the product name, ingredients, net weight, expiration date, and manufacturer's identity. In addition to enhancing the informational aspect, the resulting designs are visually more appealing through a neater, more communicative layout, color selection, and information arrangement.

SMI actors expressed experiencing an improvement in packaging quality after receiving the design facilitation. The packaging became more professional, informative, and boosted their confidence in marketing their products. However, the comprehensive implementation of these new designs is still constrained by the high costs of large-scale packaging printing.

Figure 3. Examples of Banjar Packaging House Service Recipient Products Entering Modern Retail Displays

The research findings also demonstrate that several products from the Banjar Packaging House service recipients have successfully entered modern retail markets. This indicates that improving packaging quality can support product readiness to meet broader market demands. Thus, the Banjar Packaging House Program has successfully produced packaging designs that are more structured, informative, and possess added value for the competitiveness of food SMI products.

b. Increased Understanding and Awareness of SMIs

The Banjar Packaging House Program has also generated an outcome in the form of increased knowledge, awareness, and a shift in mindset among some SMI actors regarding the importance of packaging in business development. SMI actors are beginning to understand that packaging does not merely function as a product wrapper, but also serves as a tool for information, marketing, and enhancing product competitiveness.

The findings indicate a behavioral change among some beneficiaries, such as beginning to improve packaging appearance, completing product information, and utilizing the facilities and equipment available at the Banjar Packaging House, including vacuum sealer machines to improve product quality and shelf life. The mentoring provided has also helped SMI actors better understand packaging functions and the proper usage of packaging tools.

Figure 4. SMI Actors Utilizing Machinery Facilities at the Banjar Packaging House

Nevertheless, these outcome achievements are not yet evenly distributed across all SMI actors. Some business actors still retain their old packaging due to financial constraints, particularly the cost of high-volume new packaging printing. For some SMI actors, production and sales needs are still deemed a higher priority than investing in packaging development.
These findings show that the program has exerted a positive impact on enhancing the capacity and awareness of SMI actors; however, the shifts in attitude and behavior remain partial. Furthermore, program evaluation is still heavily oriented toward output achievements, such as the number of designs produced and the number of SMIs served, whereas outcome indicators—such as behavioral changes, actual packaging quality improvement, market access, and increased product competitiveness—have not yet become primary metrics of program success.

Inhibiting Factors of the Program

1. Discrepancy Between Program Targets and the Perceived Needs of SMIs

There is a gap between the needs identified by the program and the needs actually felt by some SMI actors. The program views packaging improvement as a vital effort to meet labeling standards, boost competitiveness, and expand market access. However, some SMI actors do not yet consider packaging development an urgent requirement because their products are still accepted by consumers and changing the packaging demands additional expenses. This difference in perception leads to low interest among some SMIs to utilize the services of the Banjar Packaging House, resulting in uneven program adoption and suboptimal program effectiveness in improving the quality and competitiveness of SMI products.

2. Limitations in Human Resources (HR)

Human resource limitations constitute one of the main obstacles in the implementation of the Banjar Packaging House Program. This program is only supported by one designer and two administrative staff members, while the services provided encompass consultation, packaging design, mentoring, and other supporting activities. This condition causes the workload, particularly for the designer, to be extremely high as all design requests are centralized on a single individual. Consequently, service capacity becomes restricted and potentially causes delays when the volume of applications surges. Given that the Banjar Packaging House has served hundreds of SMI actors, the number of available personnel is considered disproportionate to service demands, creating an imbalance between workload and resource capacity.

3. Limitations in Facilities, Infrastructure, and Budget

Limitations in facilities, infrastructure, and budget present a barrier to the service expansion of the Banjar Packaging House. Although it possesses various supporting facilities, there are still unmet needs regarding equipment, infrastructure, and optimal budget support. This condition forces the active services to remain focused on consultation and packaging design facilitation, thereby failing to fully support the packaging printing process, promotion, and marketing reinforcement for SMI products as originally intended in the program's initial concept.

4. Unstandardized Service Mechanisms

The lack of standardized service mechanisms also poses a constraint in program execution. The Banjar Packaging House does not yet possess Standard Operating Procedures (SOPs) that clearly regulate the stages of packaging design services; hence, the service process still relies on practices that dynamically develop in the field. Additionally, the absence of limits on the number of revisions and standardized design completion timeframes increases the designer's workload and creates uncertainty for SMI actors. This condition potentially affects service effectiveness, user satisfaction, and the ability of SMI actors to plan their production and product marketing schedules.

5. Lack of Sustainable and Active Mentoring

Unsustainable and passive mentoring stands as one of the obstacles in the execution of the Banjar Packaging House Program. Mentoring is generally only provided while the consultation or design facilitation process is underway, whereas follow-up actions after service completion remain limited. Furthermore, the mentoring pattern tends to be passive, as it largely waits for the initiative of SMI actors to return for consultation. As a result, not all service recipients obtain continuous support to overcome packaging implementation hurdles or to develop their businesses further.

6. Low Participation and Economic Capacity Limitations of SMIs

Low participation and the economic capacity constraints of SMIs also affect the program's overall effectiveness. Some SMI actors still regard packaging as a secondary need because their products continue to sell despite using simple packaging. In addition, capital limitations make SMI actors reluctant to adopt new packaging designs due to the printing and procurement costs they must bear. This condition causes the interest in utilizing the Banjar Packaging House services to remain uneven among SMI actors.

7. Suboptimal Monitoring and Evaluation of Program Outcomes

The suboptimal monitoring and evaluation of program outcomes is evident from the success metrics, which still heavily focus on outputs, such as the volume of services and the number of designs generated. Meanwhile, the tracking of program outcomes—such as the actual adoption of designs by SMIs, improvements in packaging quality, expansion of market access, or the economic benefits obtained—has not been systematically conducted. Consequently, the comprehensive impact of the program on behavioral modifications and business growth among beneficiaries cannot yet be accurately measured.

CONCLUSSION

Based on the evaluation results of the Banjar Packaging House Program using the CIPP (Context, Input, Process, Product) model, it can be concluded that the program has run fairly well in supporting the quality improvement of SMI product packaging in Banjar Regency. The program has successfully provided consultation, packaging design, and mentoring services that assist SMI actors in obtaining packaging that is more informative and possesses higher sale value.

1. The Context Aspect indicates that the program was established based on a clear need, namely the persistently low quality of SMI product packaging. However, the need for packaging development is not yet evenly perceived, as some SMI actors still do not consider packaging a top priority in business development.
2. The Input Aspect shows that the program has been supported by human resources, facilities and infrastructure, and a budget adequate to run basic services. Nevertheless, limitations in the number of design personnel, the substandard condition of several facilities, and budget constraints remain hurdles in expanding services more broadly.
3. The Process Aspect demonstrates that the service mechanism has operated systematically and participatively through consultation, design, revision, and mentoring. Even so, the lack of clear service standards and the passive, unsustainable nature of the mentoring mean that program effectiveness has not yet been optimized.
4. The Product Aspect reveals that the program has successfully generated packaging designs that are more informative and compliant with food labeling standards. Furthermore, the program has heightened the knowledge and awareness of some SMI actors regarding the importance of packaging. However, these changes are not yet widespread because there are still SMI actors who have not implemented the new designs due to capital constraints and a low perception of the importance of packaging.

Overall, the Banjar Packaging House Program has successfully achieved its goals at the output level, specifically through the improvement of packaging design quality and the availability of packaging development services for SMIs. Nonetheless, the program's effectiveness is not yet fully optimal as it continues to face several obstacles, namely: (1) a discrepancy between program targets and the perceived needs of SMIs; (2) human resource limitations; (3) limitations in facilities, infrastructure, and budget; (4) unstandardized service mechanisms; (5) a lack of sustainable and active mentoring; (6) low participation and economic capacity limitations of SMIs; and (7) suboptimal monitoring and evaluation of program outcomes. Consequently, the Banjar Packaging House Program can be assessed as moderately effective at the awareness and capacity-building stages, but not yet optimal in generating comprehensive behavioral modifications and overall competitiveness enhancement among SMIs.

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