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FORMATIVE EVALUATION CIPP MODEL FOR THE IMPROVEMENT OF THE INTEGRATED SERVICE MOBILE BY THE DEPARTMENT OF ANIMAL HUSBANDRY AND FISHERIES OF BLITAR REGENCY

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Abstract

This study aims to evaluate the implementation of the Integrated Service Vehicle Program organized by the Department of Animal Husbandry and Fisheries of Blitar Regency using the CIPP (Context, Input, Process, Product) evaluation model as a framework for developing improvement strategies. A descriptive qualitative approach was applied with data collected through in-depth interviews, observation, documentation, and questionnaires. The main informants consisted of program officers, while additional informants were farmers selected using the snowball sampling technique. Data were analyzed using the interactive model of Miles and Huberman with the assistance of NVivo software to facilitate thematic coding and data triangulation. The results of the study indicate that the Integrated Service Vehicle Program has generally achieved its objectives by providing animal health services, extension activities, and technical assistance to farmers in remote areas. However, several challenges remain, including limited resources, inconsistent scheduling, and insufficient public outreach. Based on the SWOT analysis, the recommended improvement strategies focus on enhancing coordination, strengthening staff capacity, utilizing information technology, and expanding service coverage. These findings are expected to contribute to improving the quality and effectiveness of the Integrated Service Vehicle Program under the Department of Animal Husbandry and Fisheries of Blitar Regency..

Keywords: *Formative Evaluation, CIPP Model, Improvement Strategy, Public Service, SWOT.*

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1. INTRODUTION

The livestock sector plays an important role in food security, nutrition provision, and regional economic development. According to the Agricultural Data and Information System Center (2023), this subsector contributed 1.52% to Indonesia's national GDP in 2022. However, around 65% of small-scale farmers still do not receive regular animal health services (Sari et al., 2024), resulting in inadequate management of diseases such as FMD, mastitis, and rabies. Blitar Regency has significant livestock potential, with a population of 142,081 beef cattle, 21,626 dairy cattle, and 380,740 goats (BPS, 2024). The region's diverse geographical conditions limit access to animal health services, particularly in remote areas. The shortage of veterinary personnel and facilities also remains a major constraint.

As a solution, the Department of Animal Husbandry and Fisheries of Blitar Regency launched the Integrated Service Vehicle Program to bring technical services closer to farmers. This program integrates animal examinations, education, and field consultations. However, its implementation still faces challenges related to service frequency, coordination, and coverage. This study applies a formative evaluation approach using the CIPP model combined with SWOT analysis to assess program implementation, identify factors affecting its effectiveness, and formulate improvement strategies. The results are expected to provide practical recommendations for improving the quality of public services in the livestock sector of Blitar Regency.

Formative evaluation is conducted to diagnose a program, with the results used for its development or improvement. Typically, formative evaluation is implemented for programs that are still ongoing (Safitri, 2024). The CIPP model (Context, Input, Process, Product) is an operational derivative of program evaluation theory that provides a comprehensive framework through four dimensions of evaluation, namely: context evaluation, which analyzes the program's relevance to the actual needs of its target beneficiaries; input evaluation, which assesses the adequacy and allocation of resources; process evaluation, which functions as a mechanism for monitoring program implementation; and product evaluation, which measures the achievement of outcomes against established objectives (Stufflebeam and Shinkfield, 2007).

Public service theory focuses on how public services are delivered by governmental or non-governmental organizations, encompassing various aspects such as efficiency, effectiveness, equity, and service quality. Its goal is to ensure that the needs and expectations of society are met in an optimal manner (Atmawidjaja, 2023, in Solehudin et al., 2024).

Program effectiveness refers to the extent to which program objectives are achieved optimally. Ramandita et al. (2025) emphasize the importance of monitoring and evaluation in improving the quality of public services. High-quality service delivery directly influences community satisfaction levels and serves as an indicator of successful governance. Program development is a systematic process aimed at producing programs that deliver optimal benefits, encompassing the stages of planning, implementation, and evaluation to ensure alignment with established procedures and goals (Shomedran, 2021). Siagian (2024) states that an effective strategy must align with an organization's strengths and weaknesses, as well as the opportunities and threats it faces.

SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is a descriptive analysis of situational and conditional factors. This analysis positions situations and conditions as input factors, which are then grouped according to their respective contributions. SWOT analysis is designed to maximize strengths and opportunities while simultaneously minimizing weaknesses and threats. It consists of four basic components: (a) Strengths (S) referring to the

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organization's or program's internal advantages; (b) Weaknesses (W) referring to its internal limitations; (c) Opportunities (O) referring to favorable external conditions; and (d) Threats (T) referring to external factors that may endanger the organization's future sustainability (Salim and Siswanto, 2023).

2. RESEARCH METHOD

The research method employed in this study is a descriptive qualitative method. This approach was chosen because it enables the researcher to explore and understand social phenomena in depth based on the experiences and perspectives of research subjects within their natural context. According to Sugiyono (2016), qualitative research is a method used to study the natural conditions of an object, in which the researcher serves as the key instrument. The researcher is directly involved in the field to collect data, observe situations, and interact with participants in order to obtain a comprehensive understanding of the studied reality. The descriptive qualitative approach was applied to address three research questions, each of which has distinct characteristics and technical approaches. The first research question, concerning the implementation of the program's services, was analyzed through in-depth interviews with officers from the Department of Animal Husbandry and Fisheries of Blitar Regency, particularly those directly involved in the implementation, management, and evaluation of the Integrated Service Car Program. Informants were selected using purposive sampling, and the data were supported by observation and documentation.

The second research question, which examines the factors influencing service effectiveness, was analyzed using data obtained from interviews and documentation, focusing on the organization's internal and external aspects through the CIPP (Context, Input, Process, Product) evaluation model. The informants consisted of officers from the Department of Animal Husbandry and Fisheries of Blitar Regency who were directly engaged in the program's implementation, management, and evaluation. The third research question, related to strategies for improving service delivery, was analyzed based on data collected from interviews, documentation, and observation, and was further complemented by questionnaires distributed to farmers who received the services. The data were processed using NVivo software as part of the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.

3. RESULT AND DISCUSSION

The results of Implementation of the Integrated Service Car Program

The Service Car Program of the Department of Animal Husbandry and Fisheries of Blitar Regency is an integrated service innovation developed to improve public access to livestock and fisheries services. This program is designed to deliver direct field services to the community, including Communication, Information, and Education (CIE) activities on animal health, animal examination and treatment, livestock ultrasound (USG), and drive-thru rabies vaccination for companion animals such as dogs, cats, and monkeys. In the fisheries sector, services include water quality testing (measuring dissolved oxygen, pH, ammonia, nitrite, and nitrate levels), fish disease identification, analysis of test results, and provision of technical solutions to problems faced by fish farmers. The public can also obtain information on feed laboratory services, slaughterhouses, livestock and fish farming, and conduct direct consultations with officers from the Department of Animal Husbandry and Fisheries of Blitar Regency at the activity locations.

The vehicle used in the Integrated Service Car Program is an operational minibus that has been modified to function as a simple field laboratory. The rear section of the vehicle has

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been converted into a multifunctional service area, with an openable back door for easy access. This area is equipped with a work desk and various laboratory tools such as test tubes and water quality testing equipment for pond water analysis and fish health testing. In addition, livestock medicines, vitamins, and testing materials are stored in the rear compartment and are brought out during service activities. The exterior of the vehicle displays a large label reading "Livestock and Fisheries Service Car", accompanied by illustrations of livestock and fish as the program's visual identity. On the left side of the vehicle, a list of available services is displayed, including the Fish Health Laboratory, Animal Feed Laboratory, Veterinary Laboratory, Animal Health Center, and Slaughterhouse. Each activity involves two field officers, one veterinarian, and one subdistrict extension officer. Veterinary students undertaking internships are also involved to assist with technical services. Coordination among officers is conducted twice per period once at the beginning of the year for task and area assignments, and again one day before each activity in the respective subdistrict. This coordination model reflects a structured planning process, although its implementation still faces several technical challenges.

The program is implemented across Blitar Regency, with activities centered at subdistrict offices. Due to the regency's large geographical area, activities are conducted alternately in several subdistricts according to a predetermined schedule. The program was first tested on March 7, 2024, and officially launched on May 17, 2024. It is scheduled twice a month, specifically on Thursdays during the second and fourth weeks. The operational hours are intended to run from 08:00 to 11:00 a.m., but in practice, delays often occur, with activities typically starting around 10:00 a.m., leaving only about one effective hour of service. This time limitation reduces the number of services that can be provided. This condition aligns with Along et al. (2020), who emphasize that timeliness is an important indicator of public service performance. The implementation of the Integrated Service Car Program is carried out directly in the field using a mobile service system with the operational vehicle. Upon arrival at the designated subdistrict office, officers from the department coordinate with veterinarians or extension officers assigned to the area. Field officers prepare service facilities such as tables, chairs, and other supporting equipment, and arrange informational banners about animal health around the service area. At this stage, veterinarians or extension officers also contact service recipients via text message to inform them that the service car has arrived at the location.

The activities then continue with direct consultation sessions between officers and service recipients upon their arrival. Questions usually concern livestock health conditions, feeding patterns, or other technical issues. If any livestock are found to be unwell, officers provide medicines or vitamins as needed, free of charge. Services also include examinations of companion animals such as cats, dogs, and monkeys brought by their owners. Examinations are conducted on-site by veterinarians, and if issues such as wounds, loss of appetite, or other physical conditions are identified, the veterinarian immediately provides treatment through vitamins, medication, or simple medical procedures. Fish farmers bring pond water samples to the service location for testing using the available laboratory equipment. The test results serve as the basis for officers to provide technical advice on pond management and disease prevention at aquaculture sites. Activities continue until all service recipients are attended to. However, formal documentation such as attendance lists or guest books has not yet been implemented, resulting in incomplete records of service recipients. Documentation is usually done through photos or videos, but not all recipients are consistently recorded.

Monitoring and evaluation are conducted on-site after each activity and periodically at the end of the year. Regular monitoring is essential to maintain service quality. Evaluations

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should be conducted at least twice a year, allowing program implementers to respond quickly to emerging issues and apply necessary improvements (Tikupadang, 2023). The main indicators of program success are public attendance and participation levels. However, based on interviews with officers, there remains a gap between program design and field outcomes. Although the program is considered well-designed, it has not yet fully met farmers' needs. The main challenges include limited service coverage, inadequate facilities and infrastructure, and the short duration of service operations.

The results of Factors Influencing the Effectiveness of Program Implementation
Internal Factors

Public service is one of the main functions of local government, as normatively regulated in Law Number 25 of 2009 concerning Public Services. This regulation emphasizes that every citizen has the right to receive services that are fast, easy, affordable, and of high quality. The principles of service in the regional context align with the mandate of regional autonomy, which grants district governments the authority to manage and administer governmental affairs, including those in the fields of animal husbandry and fisheries. Ripoll and Breaugh (2025) explain that the provision of public services is a concrete manifestation of the state's responsibility to fulfill its citizens' basic rights fairly and equitably. Furthermore, Law Number 18 of 2009 in conjunction with Law Number 41 of 2014 concerning Animal Husbandry and Animal Health stipulates that the government must ensure animal health, the safety of animal products, and the availability of animal health service facilities. The presence of the Service Car Program from the Department of Animal Husbandry and Fisheries of Blitar Regency serves as a direct implementation of this mandate, aiming to bring services closer to livestock and fisheries communities.

Organizational policy is also reflected in internal regulations regarding program implementation, including the provision that activities may only be conducted at the sub-district office. This decision was made following changes in government regulations emphasizing the importance of animal health, with local authorities not approving relocations to fish ponds or livestock markets. This policy affects the effectiveness of service mobility, as some remote villages must travel longer distances to reach the sub district office. The available facilities and infrastructure are part of this organizational policy. The service car is equipped with basic facilities for animal and fisheries health examinations, including medicines, vitamins, and simple laboratory equipment. Andhika (2025) emphasizes that the provision of adequate facilities and infrastructure is a vital element in ensuring public service quality, as it supports the optimal implementation of promotive, preventive, and curative functions.

Program implementation is supported by a work structure involving various parties, including the head of the department, public service officers, sub-district heads, village heads, and neighborhood leaders at the village level. Department officers are responsible for ensuring field service operations, while sub-district and village heads, along with RT and RW leaders, play roles in disseminating information to the public regarding service schedules. This mechanism is designed to ensure that communities at the grassroots level are aware of when and where services will take place, allowing top-down coordination to run effectively, even though it is sometimes constrained by limited time and personnel. Human resource quality forms an integral part of this work structure. The officers come from various professions, such as veterinarians, field extension officers, technical staff, and veterinary students participating in internships who also support service activities.

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The work culture implemented in this program reflects discipline in time management and responsibility in the field. Ideally, services are scheduled from 08:00 to 11:00, but the officers' travel time from the central office to the location often causes activities to start around 10:00 and end at 11:00. Time discipline is an important factor as it influences public perception of service quality. Field responsibilities include officer attendance, service flow management, counseling, animal health checks, and management of facilities and infrastructure. The work culture established in the program emphasizes not only time discipline but also collaboration among officers in the field. Good communication is essential to adjust schedules and address technical challenges at service locations. Fernandes et al. (2022) state that a collaborative work culture strengthens team coordination and enhances individual accountability toward collective outcomes. This is evident in field activities, where officers assist each other in handling delays, technical disruptions, or other urgent needs.

External Factors

Changes in local government regulations have become one of the strongest external factors influencing the implementation of the Integrated Service Car Program. Initially, the program was carried out weekly on a rotating basis across several subdistricts. However, the activity frequency was changed to once every two weeks due to efficiency measures and operational budget control. Such efficiency efforts align with Puaschunder (2024), who stated that public institutions are required to achieve the same or even better results with fewer resources without reducing service quality. The regulation also includes restrictions on the service locations, where only subdistrict offices are designated as service points.

There are challenges in maximizing the program's economic benefits, one of which is the limited service coverage. Since the program operates only twice a month and rotates across all subdistricts, each subdistrict receives services only once a year. Limited service coverage is often the main obstacle to equitable access to public services in rural areas (Kamaluddin and Juli, 2024). The economic condition of the community also affects participation levels. Farmers experiencing financial pressure tend to prioritize daily income generating activities over spending time participating in the program. According to Schaub et al. (2023), people's decisions to engage in non-productive activities are strongly influenced by economic pressure and opportunity costs.

At the beginning of implementation, public enthusiasm was relatively high, as the service was seen as an innovative government initiative to facilitate access to livestock and fisheries health services. However, over time, a shift in perception occurred, with some community members beginning to view the service as a routine activity that was no longer urgent to attend. The decline in public enthusiasm for government programs is often caused by social habituation, where people become accustomed to a program and no longer perceive it as new or important (Febrianti and Priyadi, 2022). Additionally, there is a tendency among the community to prefer quick, practical solutions rather than attending educational or routine examination activities. This orientation toward instant solutions often arises from the increasing flow of information and easy access to commercial products (Agus and Armida, 2024).

This condition is further reinforced by the low awareness of preventive animal health measures. Many farmers only use the service when their livestock are sick rather than for regular check-ups. Low preventive awareness remains a classic challenge in implementing public health services (Silalahi, 2024). Differences in farmers' education and experience levels also affect how they perceive and accept the program. Farmers with broader experience and knowledge tend to be more receptive to technical guidance and extension services, while

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traditional farmers often maintain conventional practices. Differences in education and experience levels have been proven to significantly influence the adoption of innovations in agriculture and livestock sectors (Prasetyo et al., 2017). The sustainability of public programs largely depends on the community's willingness to participate and maintain positive behavioral changes (Nuryana et al., 2025).

The geographical aspect of Blitar Regency is another external factor that significantly affects the program's effectiveness. The regency comprises 22 subdistricts with varying road and accessibility conditions. Some subdistricts have good road access, while others are located in mountainous areas with limited infrastructure. Uneven, damaged, or hard-to-reach roads make it difficult for residents in remote villages to attend the activitiesespecially since all activities are centered at subdistrict offices. Limited geographical access has been proven to be one of the causes of low public participation in rural public service programs (Nuryana et al., 2025). The long travel distance from villages to subdistrict offices also becomes a major constraint. These geographical barriers cause variations in participation levels among subdistricts: areas with easy access tend to attract more participants, while remote subdistricts see relatively low attendance. Limited accessibility creates service gaps between regions, particularly in areas with poor transportation infrastructure (Lestari et al., 2025).

Geographical conditions also affect the mobility of program officers. Although activities are scheduled from 08:00 to 11:00 a.m., traveling from the central office to field locations often takes longer, resulting in delays. Consequently, services typically start around 10:00 a.m., reducing the effective service duration from three hours to just one. This limited service time affects the number of community members who can be served. Distance and time constraints often reduce the effectiveness of mobile services, as on-site service duration decreases significantly due to technical delays (Syamsuddin and Jusliani, 2024).

However, geographical diversity also presents opportunities for further program development. Areas with strong livestock or fisheries potential should be prioritized for more frequent visits. A region-based potential approach allows the government to adjust service frequency according to local needs and characteristics (Susanti and Kurniati, 2023). Mapping regions based on their geographical potential can help maximize program effectiveness in the future. Ultimately, geographical factors present a structural challenge in program implementation. Obstacles such as distance, road conditions, and transportation limitations should be anticipated through more flexible service distribution strategies—for example, by expanding service locations to the village level or setting up temporary service posts at strategic, easily accessible points.

The results of Program Evaluation Using the CIPP Model

Context Evaluation

According to Stufflebeam and Shinkfield (2007), context evaluation assesses needs, problems, assets, and opportunities to help decision-makers establish goals and priorities, as well as to assist program users in evaluating objectives, priorities, and outcomes. The needs of small-scale livestock farmers in Blitar Regency include regular animal health services, feed and pond water quality testing, education related to livestock management, and more advanced diagnostic tools such as ultrasound (USG) for livestock reproductive examinations, which are currently unavailable. Farmers also require clear access to information regarding service schedules and procedures to ensure maximum participation. Problems encountered include limited transportation to reach service locations, lack of capital that hinders access to independent animal health services, and low awareness of the importance of disease

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prevention. Geographical factors, such as the distance from remote villages to subdistrict offices, further hinder community participation.

The assets available to support the program include professional personnel such as veterinarians, extension officers, and internship students, a service car equipped with basic laboratory tools, and the support of village officials who assist in outreach and coordination. The availability of medicines, vitamins, and disease prevention supplies represents key assets that strengthen the program's capacity to deliver services. Opportunities arise from the region's rich livestock and fisheries potential, high community enthusiasm at the beginning of the program's implementation, and the flexibility of program managers to adjust schedules and visit locations. A comprehensive understanding of needs, problems, assets, and opportunities enables decision-makers to adapt strategies, making the program more responsive, effective, and sustainable.

Input Evaluation

According to Stufflebeam and Shinkfield (2007), input evaluation assesses alternative approaches, competing action plans, staff plans, and budgets to determine feasibility and potential cost-effectiveness in meeting identified needs and targeted goals. Input evaluation highlights various implementation strategies, ranging from service rotation schedules and extension methods to the types of services provided. The assessment of alternative approaches helps program managers select methods most suitable to the characteristics of communities in each sub-district—for example, village-based or sub-district-based approaches and determine the optimal frequency of visits to balance cost efficiency with community reach. The evaluation also emphasizes the importance of competing action plans, such as allocating resources among preventive, promotive, and curative activities, so that service priorities align with the urgency of community needs.

Staff planning is another key focus in input evaluation. The program currently lacks dedicated personnel assigned full-time, making its success still dependent on coordination among officers from various units. Input evaluation highlights the need for adequate staff planning to ensure smooth program implementation, including determining the required number of veterinarians, extension workers, and technical personnel. Budget allocation is also a crucial aspect, the evaluation examines whether the financial distribution aligns with operational needs and program efficiency. For instance, adjusting the visit frequency from once a week to once every two weeks reflects an efficiency measure that affects not only scheduling but also the control of transportation costs, medicines, vitamins, and basic laboratory equipment.

Process Evaluation

According to Stufflebeam and Shinkfield (2007), process evaluation assesses the implementation of plans to assist staff in carrying out activities and enables program users to evaluate program implementation and interpret its results. This evaluation examines the extent to which the activities of the Integrated Service Car Program in the field are carried out as planned, including coordination among officers, vehicle mobility, and interaction with the community. Several obstacles were identified, such as delays in the car's departure from the central office to the service location, which reduced the active service time and consequently limited the number of community members who could be served. The evaluation also highlights staff compliance with written guidelines. Officers still tend to adjust procedures based on habits or field conditions, leading to variations in service quality across sub-districts and potentially reducing the fairness of service distribution.

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Process evaluation also assesses operational constraints that arise during implementation and the staff's ability to address them. Factors such as road conditions, distances between villages, equipment readiness, and availability of medicines affect service smoothness. Observations indicate that although staff members strive to adapt, limited resources and technical barriers have caused some activities to be suboptimal. This information serves as a basis for improving scheduling, staff distribution, resource management, and field procedure adjustments.

Product Evaluation

According to Stufflebeam and Shinkfield (2007), product evaluation assesses both expected and unexpected results, in the short and long term, to help staff maintain focus on achieving objectives and assist users in assessing the program's success. This evaluation highlights the extent to which the Integrated Service Car Program provides tangible benefits to the community, including improved knowledge of livestock health, fish farming management, and disease prevention awareness. The provision of free services has proven to facilitate community access to basic animal care without imposing additional financial burdens, thereby supporting the sustainability of livestock enterprises.

In addition, product evaluation also assesses the program's success in terms of reach and community participation. Data indicate variations in attendance rates across sub-districts, influenced by social, economic, and geographical factors. Sub-districts with easier access and strong coordination among village officials tend to show higher participation, while more remote or less-informed areas demonstrate lower engagement. This evaluation serves as a basis for developing strategies to expand service coverage, increase visit frequency, and enhance public understanding of the program

The results of Program Improvement and Strengthening Strategy

SWOT Analysis

Table 1. SWOT Analysis

Aspect	Description
Strengths	1. "Jemput bola" concept, direct-to-community service (car to subdistricts) 2. Supported by competent staff (veterinarians, extension officers, technical personnel) 3. Basic logistics available (medicine, vitamins, simple equipment) 4. Relevant to the geographical conditions of rural Blitar 5. Provides basic knowledge and skills for farmers 6. Presence of service reduces farmers' need to visit Animal Health Centers/private clinics 7. Lowers farmers' operational costs

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Weaknesses	1. Each subdistrict only receives one visit per year 2. Service locations are centralized at subdistrict offices, making it difficult for remote villages 3. Staff delays; service hours are limited and reduced 4. No portable USG or other technical facilities (pregnancy checks not available) 5. No dedicated staff; conflicts with other departmental agendas 6. Staff capacity is limited, sometimes affecting service quality 7. Low community participation
Opportunities	1. High public enthusiasm for the service 2. Increased farmer awareness of animal health 3. Aligned with bureaucratic reform & public service goals 4. Can be combined with local events (car free day, village celebrations, etc.) 5. Potential to expand services to villages/livestock centers 6. Adds non-medical knowledge (market prices, feed, productivity strategies)
Threats	1. Limited budget and human resources 2. Fluctuating participation due to uneven information dissemination 3. Blitar's large geography with uneven road access 4. Risk of inefficient service if coverage is too broad without additional support 5. Negative public perception of the service 6. Competition from private services

Strengths

The "jemput bola" concept direct to community service (car to subdistricts) is one of the main strengths of the Integrated Service Car Program. This program is designed to bring veterinary, fisheries, and livestock extension services closer to the community, reaching even rural areas. High mobility allows the service to be present directly in subdistricts, so the public does not need to travel to the departmental office, which is usually far from their residence. This strategy is highly relevant to the geographical conditions of Blitar Regency, which has many remote villages and roads that are not always well-developed. The presence of the service car conveys the impression that the government is actively present in the community, enhancing trust in the department as a public service provider. The program is supported by competent staff, including veterinarians, field extension officers, laboratory analysts, and technical personnel who are ready to provide consultation, basic examinations, and preventive health services such as vitamins and deworming. The field experience of the staff allows adaptation to the specific needs of each community. Veterinary students on internship also participate, serving both as a knowledge transfer medium and as additional field support.

Basic logistics such as medicine, vitamins, and simple equipment including laboratory tools for pond water quality testing are prepared in the service car. The availability of these

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facilities is sufficient to meet the community's basic needs. Farmers and fish cultivators benefit because they do not need to spend extra money for consultations or basic examinations. A clear internal coordination pattern, including the division of staff tasks for each subdistrict and technical coordination one day prior to the activity, ensures smoother program implementation despite technical constraints in the field. This program is relevant to the rural geography of Blitar because it is designed to reach remote villages with varying road access. This strategy assists farmers living in difficult to reach areas, making the presence of the service significant in directly addressing community needs.

The service also provides farmers with basic knowledge and skills through technical guidance, consultations on animal health, feed management, and cultivation practices. This approach increases farmers' capacity to manage animal health issues and business operations independently. The presence of the service reduces the need for farmers to visit Animal Health Centers or private clinics. Farmers do not have to travel long distances to obtain basic services, which accelerates the handling of livestock health cases and reduces the risk of delayed treatment. The program also lowers farmers' operational costs because services including examinations, vitamin and medicine provision, and technical consultations allow farmers to save on livestock care and transportation expenses, contributing to increased economic efficiency for small-scale livestock enterprises.

Weaknesses

Each subdistrict receives only one visit per year, so service coverage remains limited and has not yet been able to reach the entire area evenly. This situation means that some community members miss the opportunity to access the services, especially when the visit schedule coincides with busy seasons in agriculture or other village activities. The centralized location of the service at the subdistrict office also presents a challenge, as it makes it difficult for people from peripheral villages to attend. Transportation access and long travel distances discourage some farmers from participating, resulting in generally low community participation. This situation affects the program's effectiveness, which ideally should be able to reach the community more inclusively. Delays by staff and limited service hours, which are sometimes reduced, also hinder implementation. These delays generally occur due to a busy departmental agenda and insufficient cross-sector coordination. This impacts public trust in the consistency of the services.

Technical facilities are also still limited. The absence of portable ultrasound equipment and reproductive examination tools means that reproductive diagnostics cannot yet be provided directly. These technical limitations reduce the program's potential to offer comprehensive solutions to livestock problems in the field. The lack of dedicated staff permanently assigned to the program causes its implementation to often conflict with other departmental activities. As a result, activity preparation is sometimes suboptimal, and field assignments depend on staff availability. This is closely related to the limited capacity of personnel, both in terms of numbers and certain technical skills, so the quality of field services is not always consistent. Low community participation poses an additional challenge. Many farmers are unaware of the service schedule or feel that the program's benefits do not fully meet their needs. This low participation indicates that public outreach and communication strategies still need to be strengthened so that the program can reach more beneficiaries.

Opportunities

Opportunities arising from the implementation of the Integrated Service Car Program include several aspects that support the development and sustainability of the program. Community enthusiasm for the services indicates a real need as well as trust in the

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government's role in supporting small-scale livestock farming. The increasing awareness among farmers regarding the importance of animal health is also a positive indicator that the program has a strong educational impact. Furthermore, the presence of this program aligns with the spirit of bureaucratic reform and the improvement of public service quality, potentially attracting further support from both regional and national policies.

The program can also be integrated with various local activities, such as car-free days or village celebrations, which not only expand service coverage but also strengthen outreach and the connection between officers and the community. The potential to extend services to villages or livestock centers provides opportunities to improve equitable access to animal health services. In addition, the service car also functions as a means of disseminating non-medical information, such as market prices, feed management, and strategies to increase livestock productivity, which can contribute to the overall welfare improvement of farmers.

Threats

Threats faced in the implementation of the Integrated Service Car Program are primarily related to resource limitations and regional conditions. Budget constraints and the limited number of human resources are the main obstacles in maintaining consistent and high-quality services across all subdistricts. This is further compounded by fluctuating community participation, as information about schedules and types of services has not been evenly disseminated across all target areas. Additionally, the geographical conditions of Blitar Regency, with its vast area and uneven road access, make staff mobility and service time effectiveness more challenging.

If the service coverage is expanded without additional resource support, there is a risk that services will become inefficient and public satisfaction may decline. Other challenges arise from negative perceptions among some community members who may doubt the quality of free services compared to commercial ones. Competition with private animal health services can also pose a threat, especially if private services offer faster service or more complete facilities.

The results of Proposed Improvements for the Integrated Service Car Program

Table 2. SWOT Cross Matrix

Internal Factors / External Factors	*Strength* (S)	*Weakness* (W)
Opportunity (O)	1. Expanding service coverage to villages and livestock centers. 2. Strengthening on-site animal health education. 3. Enhancing the credibility of services and public service innovation. 4. Increasing community participation through joint activities.	1. Increasing visit frequency to maintain high participation. 2. Relocating services closer to remote villages. 3. Adjusting schedules to be more flexible and reach more participants. 4. Adding portable ultrasound facilities to enable pregnancy diagnosis. 5. Allocating dedicated staff to focus on field activities.

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	5. Ensuring services continue even in remote or distant locations. 6. Supporting additional consultations (market prices, feed, productivity strategies) through livestock extension officers. 7. Strengthening farmers' capacity in livestock management. 8. Improving farmers' cost and time efficiency by providing services closer and more frequently. 9. Increasing community participation and loyalty to the program.	6. Optimizing technical personnel for education and consultation. 7. Implementing more intensive socialization strategies to boost participation interest.
Internal Factors / External Factors	*Strength* (S)	*Weakness* (W)
Threat (T)	1. Scheduling services efficiently to ensure coverage across a wide area. 2. Utilizing experts to regain farmers' interest. 3. Designing efficient service routes with priority given to remote villages. 4. Providing educational modules that can be used independently in villages. 5. Promoting service successes to build trust. 6. Highlighting the efficiency and economic benefits of the services.	1. Prioritizing visits to villages with large livestock populations. 2. Establishing additional service points in villages for easier access. 3. Preparing backup schedules and replacement systems in case of staff delays. 4. Providing ultrasound facilities to enhance trust and service accuracy. 5. Appointing dedicated staff to ensure more professional and competitive services. 6. Adding personnel or implementing a more structured area distribution. 7. Conducting intensive socialization and communication to increase participation.

Strengths × Opportunities Strategy focuses on efforts to expand service coverage to villages or livestock centers by leveraging internal resources and available regional

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opportunities. Conducting on-site livestock health education represents a tangible way to improve public service quality. This activity also strengthens service credibility and expands innovation, including additional consultation support such as market price information, feed management, and strategies to increase livestock productivity. Through this approach, farmers gain benefits in cost and time efficiency, as the service arrives closer to their location. Furthermore, this strategy has the potential to increase community participation and loyalty to the program. Active public participation reflects trust in government services, which ultimately supports program sustainability in rural areas. According to Nugroho (2023), effective public services grow when citizen participation is supported by accessibility and grassroots-level service innovation.

Weaknesses × Opportunities Strategy is aimed at addressing internal weaknesses such as limited staff and facilities by taking advantage of field opportunities. One approach is to increase the frequency of visits to villages to maintain high community participation. Service scheduling is made more flexible so that farmers in remote areas remain reachable. Adding facilities such as portable ultrasound (USG) is also important so that reproductive checks can be conducted accurately. Additionally, allocating dedicated staff to focus on field operations is key to improving effectiveness. Optimizing technical personnel and implementing more intensive outreach strategies are expected to boost community interest in the program. This aligns with Prasetyo (2022), who states that strengthening field personnel capacity and flexible service hours contribute significantly to effective program implementation at the regional level.

Strengths × Threats Strategy focuses on utilizing internal strengths to face external threats such as low farmer interest or geographic barriers. One measure is to schedule services efficiently to cover a wide area while using experts capable of restoring community trust. Planning efficient service routes and prioritizing remote villages is a practical field adaptation. Additionally, providing educational modules that can be used independently in villages helps farmers access information without waiting for staff visits. Promoting service success is also important to maintain public image and trust. This aligns with Rahmawati (2023), which shows that credibility and consistency in public services can strengthen program resilience against external threats.

Weaknesses × Threats Strategy focuses on reducing weaknesses that may exacerbate threats, such as limited staff or facilities. Strategic steps include prioritizing visits to villages with large livestock populations and establishing additional service points for easier access. Backup scheduling and replacement systems in case staff are unavailable must also be implemented to maintain service continuity. Moreover, adding USG facilities and structuring work areas can improve service professionalism. Intensive outreach and communication with the community are efforts to maintain loyalty and public trust. According to Hidayat (2022), implementing adaptive strategies with strengthened coordination and transparency can reduce the risk of declining community trust in public services.

4. CONCLUSION

The implementation of the Integrated Service Car Program by the Blitar Regency Department of Animal Husbandry and Fisheries has been carried out in line with its primary objective: bringing animal health services and technical consultations closer to farmers. However, field implementation still faces constraints such as limited time, facilities, and the wide coverage area, resulting in uneven effectiveness across all sub-districts. Based on the CIPP model, the program is considered relevant to community needs (context), and has adequate planning and resources (input), but its implementation (process) still requires

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improvements in coordination and monitoring to ensure that the outcomes (product) can have a more optimal impact on enhancing farmers' welfare. Through SWOT analysis, improvement strategies are directed at increasing service frequency, optimizing technical personnel, and strengthening farmer education to boost community participation and trust. In addition, leveraging technology and adding facilities such as portable ultrasound (USG) represent potential steps to maintain service sustainability and efficiency, particularly in remote areas

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