

Governance of Village-Owned Enterprises for Food Security in West Bandung Regency

Dudi Supriadi¹, Yudi Rusfiana², Ali Hanafiah Muhi³

Sekolah Pascasarjana, Institut Pemerintahan Dalam Negeri Jatinangor
Gmail: dudisupriadi19741221@gmail.com

This study aims to analyze the governance of Village-Owned Enterprises (BUMDes) in strengthening food security in West Bandung Regency, identify the supporting and inhibiting factors, and formulate strategies for optimizing BUMDes governance. The study employed a qualitative descriptive approach. Data were collected through in-depth interviews, observations, and documentation involving various stakeholders engaged in BUMDes management. Data analysis was conducted through the stages of data reduction, data presentation, and conclusion drawing in an interactive manner. The findings reveal that BUMDes governance in West Bandung Regency is supported by a relatively strong regulatory framework, including Government Regulation Number 11 of 2021, West Bandung Regency Regional Regulation Number 1 of 2024, and village regulations governing BUMDes operations. However, the implementation of governance has not yet been fully optimized due to limitations in human resource capacity, weak financial management, low digital literacy, limited market access, high feed costs, and the potential influence of political intervention in BUMDes management. The main supporting factors include regulatory support, village capital participation, local resource potential, and the commitment of local government institutions. BUMDes have contributed to job creation, increased village economic activities, and the stabilization of local food prices, although their impact on Village Original Revenue (PADes) and food security remains uneven. The study concludes that the optimization of BUMDes governance requires strengthening human resource capacity, digitalizing management and financial reporting systems, developing strategic partnerships, enhancing supervision and accountability mechanisms, and establishing business models integrated with food security programs. Consistent implementation of good governance principles will improve the effectiveness of BUMDes in supporting food security and enhancing the welfare of rural communities in West Bandung Regency.

Keywords: Village-Owned Enterprises (BUMDes), Good Governance, Food Security, Rural Empowerment, West Bandung Regency.

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Corresponding Author:

Dudi Supriadi

Sekolah Pascasarjana, Institut Pemerintahan Dalam Negeri, Jatinangor
dudisupriadi19741221@gmail.com

1. Introduction

Village-Owned Enterprises (BUMDes) are a strategy for strengthening the rural economy, established based on the needs and potential of villages. BUMDes are managed jointly by the community and village government (Hardika, 2021). BUMDes are founded and developed by local communities through the utilization of local resources that have market demand. The government's role in BUMDes is primarily as a facilitator, while operational mechanisms are directly entrusted to the community. Rural economic development through BUMDes can be implemented more flexibly because these enterprises operate independently from the village administration. Nevertheless, BUMDes also face various challenges. Each BUMDes encounters different issues depending on the specific conditions of the village and requires strategies tailored to local problems.

The establishment of BUMDes in West Bandung Regency serves as an instrument for village development aimed at improving community welfare. Law Number 6 of 2014 concerning Villages provides opportunities

for rural communities to manage and optimize village assets according to local potential and customary practices. As part of strengthening economic capacity and fostering village self-reliance within the framework of village-led development as stipulated in the Village Law, villages are granted full authority to establish Village-Owned Enterprises (BUMDes). However, local governments are expected to provide guidance and supervision to ensure that BUMDes operate effectively.

Good governance is a crucial instrument in determining the effectiveness and success of Village-Owned Enterprises (BUMDes) as drivers of rural economic development, particularly within the context of village governance in West Bandung Regency. Professional and structured management of BUMDes is expected to optimize local potential in order to achieve community economic independence. The successful implementation of BUMDes governance depends on six key principles: cooperation, participation, emancipation, transparency, accountability, and sustainability. When these principles are implemented comprehensively, BUMDes can create harmonious synergy among management entities, village governments, and communities while ensuring effective and efficient operational and financial management to achieve the ultimate goal of improving rural economic welfare.

In reality, however, the operation of BUMDes in West Bandung Regency still faces various structural challenges and governance dysfunctions, as evidenced by the case of BUMDes Mulyasari in Mekarsari Village, Ngamprah District. Preliminary research findings indicate that governance implementation in this BUMDes does not reflect ideal governance principles. The problem originates from the limited capacity of human resources among managers due to an appointment system that neglects managerial competence, resulting in ineffective cooperation and synergy among stakeholders. This lack of competence has significantly affected transparency and accountability, as demonstrated by the absence of standardized financial bookkeeping systems (with records maintained only on ordinary paper) and the failure of the BUMDes to contribute 30% of its profits to Village Original Revenue (PADes), as mandated by Mekarsari Village Regulation Number 02 of 2022. Furthermore, the sustainability of business units has been threatened because managers have ignored consumer complaints regarding poor service quality in the clean water business unit. These urgent issues provide the basis for conducting an in-depth study to analyze BUMDes governance in the context of restoring and improving the village economy.

The growth of BUMDes across various regions in Indonesia has been significant. The government has actively encouraged the establishment of BUMDes, including through capital injections from village funds. One of the provinces experiencing rapid growth in the number of BUMDes is West Java. In 2017, West Java had the second-highest number of BUMDes in Indonesia, totaling 3,904 enterprises (Ministry of Villages, Development of Disadvantaged Regions, and Transmigration, 2017). One of the regencies within West Java is West Bandung Regency, which consists of 165 villages. These villages possess abundant potential resources. In 2017, the economy of West Bandung Regency recorded an economic growth rate of 5.69%, higher than the previous year. According to the regional macroeconomic data, there has been a transformation in livelihoods from the agricultural sector to the industrial sector in West Bandung Regency (Regional Development Planning, Research and Development Agency of West Bandung Regency and Statistics Indonesia of West Bandung Regency, 2017).

Important issues related to BUMDes also concern the quality and capacity of directors, village traditions, limited public understanding of BUMDes, inappropriate selection of business units, organizational formation, institutional management, and stakeholder involvement. The appointment of BUMDes directors from among community leaders does not necessarily guarantee that they possess entrepreneurial competencies (Hastowiyono et al., 2014). Other BUMDes-related issues were identified in the study by Sahrul Aksa (2013), cited in Mayu and Adlin (2016), which found that problems may arise due to miscommunication among BUMDes administrators regarding financial administration, business scale and

scope vulnerable to failure, limited local emancipation, lack of cooperation among BUMDes, and weak village traditions such as solidarity, cooperation, self-help, and mutual assistance. These conditions can hinder the growth and development of BUMDes. Human resource quality has also been identified as a major obstacle by Yudiardi and Kalina (2017) and Sumaryadi and Saputra (2017). Other contributing factors include errors in identifying local potential and selecting business types, inadequate administrative and reporting skills among human resources, limited capital allocation from village funds, and insufficient performance evaluation and financial auditing (Syncore, 2017, cited in Harto & Riwandari, 2018).

Based on field observations, the problems experienced by inactive BUMDes are caused by several influencing factors. Village-Owned Enterprises have their own management structures responsible for operating business activities. Poor management can result in suboptimal performance, ultimately reducing BUMDes income. Frequent changes in management can also negatively affect organizational performance. When a BUMDes has been operating effectively but key administrators are replaced by individuals who lack sufficient understanding of BUMDes management, the result is often ineffective administration and reduced organizational performance.

West Bandung Regency (KBB) possesses abundant agricultural potential, including food crops, horticulture, plantations, and livestock subsectors. However, the agricultural sector faces several structural challenges, such as the conversion of productive land, fluctuations in commodity prices during harvest seasons, lengthy distribution supply chains that often disadvantage local farmers, and community nutrition challenges, including stunting. In this context, Village-Owned Enterprises (BUMDes) are expected to function not merely as profit-oriented institutions but also as socio-economic pillars capable of addressing food security issues throughout the agricultural value chain.

Strong food security at the village level encompasses sufficient food availability, physical and economic accessibility, nutritious utilization, and stable supply over time. BUMDes can play strategic roles in all four pillars, for example through the management of village food barns, provision of agricultural inputs such as fertilizers and superior seeds, procurement of local farmers' harvests at fair prices, and management of village markets or subsidized staple food distribution.

However, the effectiveness of BUMDes in carrying out these strategic functions depends heavily on the quality of institutional governance. Poor governance often causes BUMDes to become inactive, mismanaged, or beneficial only to a small group of village elites. Therefore, this study seeks to examine in depth how the principles of Good Corporate Governance, including transparency, accountability, community participation, and responsibility, are implemented by BUMDes administrators in West Bandung Regency. Based on the research problem outlined above, this study generally aims to contribute to the management and governance strategies of Village-Owned Enterprises (BUMDes) in West Bandung Regency. Specifically, the objectives of this study are:

1. To identify and analyze BUMDes governance in strengthening food security in West Bandung Regency.
2. To identify and analyze the supporting and inhibiting factors affecting BUMDes governance in strengthening food security in West Bandung Regency.
3. To identify and analyze efforts to improve BUMDes governance in strengthening food security in West Bandung Regency.

2. Method

This study employed a qualitative research approach to explore complex and dynamic phenomena that are difficult to measure using quantitative methods. Rather than converting verbal symbols into numerical data,

qualitative research utilizes the words of informants and researchers to describe and interpret the phenomena under investigation (Kalu, 2017). The researchers sought to obtain a clear, realistic, and current understanding of governance practices in Village-Owned Enterprises (BUMDes) and their role in strengthening food security in West Bandung Regency.

The study utilized data sources categorized as persons and documents. Data were collected through interviews with relevant informants and through documentation studies, including laws and regulations, policies, strategic plans, and other supporting documents relevant to the research focus. To obtain holistic and integrative data, three data collection techniques were employed: in-depth interviews, observation, and documentation.

The case study was conducted within the Government of West Bandung Regency. In analyzing the data, the researchers interpreted information in the form of words and narratives to derive meaningful findings for reporting. According to Flick (2012), qualitative data analysis is conducted interactively and continuously until data saturation is achieved. The analysis process consisted of three stages: data reduction, data display, and conclusion drawing/verification. Through these procedures, the researchers systematically organized, interpreted, and validated the findings concerning BUMDes governance in strengthening food security in West Bandung Regency.

3. Results and Discussion

Research Findings

BUMDes Governance and Regulatory Framework in West Bandung Regency

The first dimension examined in this study is the governance and regulatory framework supporting the operation of thematic layer-hen BUMDes in West Bandung Regency. Field findings reveal that the regulatory framework for BUMDes in the regency is built upon three levels of regulation: national regulations, namely Government Regulation (PP) Number 11 of 2021 concerning Village-Owned Enterprises (BUMDes); regional regulations, namely Regional Regulation (Perda) Number 1 of 2024 concerning Village Governance; and village-level regulations, including Village Regulations (Perdes) and the Articles of Association and Bylaws (AD/ART) of BUMDes. These regulations collectively form a hierarchical and complementary regulatory ecosystem.

a. Legal and Institutional Foundations of BUMDes

Data obtained from the Community and Village Empowerment Agency (DPMD) of West Bandung Regency confirmed that all 165 registered BUMDes have successfully obtained legal entity status through the registration system of the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration (Kemendes PDT). This achievement resulted from an accelerated legal certification program coordinated by DPMD during the 2023–2025 period. An informant from the Village Administration Division of DPMD (I-05) stated that all 165 BUMDes have been legally verified, although challenges remain in daily administrative management, particularly regarding manager remuneration and financial reporting systems, which have not yet been fully standardized.

At the village level, most village heads participating as research informants have enacted Village Regulations concerning the Establishment of BUMDes and Capital Participation as operational regulatory instruments. Informant I-09 (a village head from the western region of the regency) explained that the process of formulating village regulations is conducted through a participatory approach involving community stakeholders and village institutions to ensure legitimacy and collective ownership of BUMDes policies.

b. Institutional Structure and Separation of Roles

One of the key governance principles identified in this study is the implementation of role separation between the Village Government as the owner and BUMDes management as the operator. Nearly all informants from village government institutions emphasized the importance of maintaining this functional separation to ensure the operational independence and professionalism of BUMDes.

The study also identified vulnerabilities concerning the independence of BUMDes from local political influence. An informant representing the regional executive authority (I-04, Head of DPMD) emphasized that one of the most significant obstacles to effective BUMDes governance is the intrusion of political interests into internal decision-making processes. Such interventions have the potential to undermine managerial professionalism, reduce organizational autonomy, and weaken accountability mechanisms within BUMDes operations.

Capital Participation Mechanisms and Financial Management of BUMDes

The second dimension examined in this study is the capital injection mechanism from the Village Revenue and Expenditure Budget (APBDes) to Village-Owned Enterprises (BUMDes), along with the financial management system implemented. The findings reveal considerable variation in the amount of capital participation provided by each village, ranging from IDR 50 million to more than IDR 392 million per village. This variation not only reflects differences in the fiscal capacity of villages but also indicates differing levels of commitment among village heads in promoting BUMDes development.

Regarding the capital participation mechanism, most village government informants explained that the process must pass through several stages: (1) proposal submission through the Village Deliberation Meeting (Musyawarah Desa/Musdes), (2) preparation of a BUMDes business plan as supporting documentation, (3) formalization through a Village Regulation on Capital Participation, (4) allocation within the APBDes, and (5) phased disbursement based on project progress and the village's financial capacity. Several informants considered this process an adequate mechanism for ensuring accountability in the use of capital. However, they also noted that the lengthy procedure often causes delays in fund disbursement, which subsequently affects the operational activities of BUMDes..

Human Resource Capacity of BUMDes Management

One of the most prominent findings of this study is the limited capacity of BUMDes management personnel, which was consistently identified by informants from various institutional backgrounds as the primary obstacle to optimizing the governance of thematic BUMDes. These human resource challenges encompass several interrelated dimensions, including technical competence in layer chicken farming, financial management skills, digital literacy, and entrepreneurial leadership.

a. Limited Technical Competence in Poultry Farming

The majority of managers of thematic layer chicken BUMDes involved in this study acknowledged that they initiated their business operations with very limited technical knowledge regarding layer chicken farming. Several informants stated that they had never received training from livestock experts such as veterinarians or feed nutrition specialists. Informant I-25 (BUMDes Director in the southern region) revealed that significant improvements occurred after receiving training from technical experts.

b. Weaknesses in Financial Management and Reporting

In addition to limited technical competence in poultry farming, weaknesses in financial management emerged as another recurring finding in this study. This condition was also confirmed by informants representing higher levels of local government administration.

c. Recruitment and Human Resource Development

The issue of competency-based recruitment of BUMDes managers, rather than recruitment based on personal relationships or political affiliations, was repeatedly highlighted by informants. One village head, whose BUMDes had previously been inactive, described the success of restructuring the enterprise through the recruitment of competent management personnel and the selection of appropriate business units. Through effective recruitment and adequate capital support, the BUMDes in the village successfully developed from having no business units in 2019 to operating three active business units by 2026, with total accumulated capital participation approaching IDR 500 million.

Capital Dynamics and Operational Constraints

Capital availability is one of the critical dimensions determining the operational success of thematic layer chicken BUMDes. This study identified several patterns and challenges related to capital management that require serious attention.

a. Feed Cost Pressure as the Primary Risk

All informants representing BUMDes management consistently identified the high cost of feed as the most significant operational risk affecting business profitability. Within the cost structure of egg production, feed generally accounts for 60–70% of total production costs. Consequently, unexpected fluctuations in feed prices can threaten the overall viability of the business.

This condition has encouraged several BUMDes to develop self-sufficient feed production strategies based on locally available raw materials as an effort to reduce production costs. The Vice Regent (I-01) stated that promoting independent feed production is one of the primary strategies encouraged by the local government to enhance the competitiveness of BUMDes.

b. Livestock Waste Management (Manure)

The issue of livestock manure management emerged as a significant concern in several interviews. On the one hand, manure has the potential to generate additional income when processed into organic fertilizer. On the other hand, improper manure management can cause air pollution, disturb the comfort of residents living near poultry farms, and potentially trigger social conflicts.

Several more advanced BUMDes have begun planning investments in manure-processing machinery to convert livestock waste into value-added products. Informant I-25 expressed interest in purchasing manure-processing equipment as a means of increasing profits while simultaneously addressing waste management challenges. This integrated approach is locally known as the “longyam” system (longsoran ayam), which combines poultry farming with fish farming or organic agriculture within a circular and efficient production ecosystem.

Distribution Networks, Market Access, and Partnerships

Market access and partnership development are crucial factors influencing the competitiveness and long-term sustainability of thematic layer chicken BUMDes. This study found that most BUMDes continue to face significant limitations in marketing activities, primarily due to: (1) limited distribution networks that only reach local village-level markets; (2) the absence of off-taker contracts that guarantee the absorption of production outputs; and (3) limited digital marketing capabilities among BUMDes managers.

Oversight, Accountability, and Transparency Functions

Oversight, accountability, and transparency constitute the fundamental pillars of good BUMDes governance. This study found that, formally, the oversight mechanism for BUMDes in West Bandung Regency has been established through a multi-layered system involving various actors: the village head as advisor and supervisor, the Village Consultative Body (BPD) as a representative of the community, village

deliberation meetings as accountability forums, and the Community and Village Empowerment Office (DPMD) together with the regional inspectorate as external supervisory institutions.

a. Reporting and Accountability Mechanisms

Almost all informants from village government institutions stated that reporting mechanisms from BUMDes to the Village Head and Village Deliberation Meetings have been stipulated in the BUMDes Articles of Association and Bylaws (AD/ART) as well as Village Regulations. Reporting is conducted periodically on a monthly, quarterly, and annual basis, culminating in the Annual Accountability Report Meeting attended by all village stakeholders.

b. Oversight from the Community Perspective

From the perspective of community leaders, the study identified a gap between existing formal oversight mechanisms and actual community participation in monitoring BUMDes operations. Informant I-35 (Community Member) emphasized that transparency in BUMDes financial management still requires substantial improvement.

c. Oversight by the Regional House of Representatives and Inspectorate

From the legislative oversight perspective, Commission I of the West Bandung Regency Regional House of Representatives (DPRD) has conducted field visits and public hearings specifically aimed at monitoring the implementation of thematic BUMDes programs.

Inter-Institutional Coordination and Government Synergy

The effectiveness of BUMDes governance is determined not only by internal organizational factors but also by the quality of coordination among government institutions involved in its implementation. This study identified patterns of vertical coordination (between the regency government and village governments) as well as horizontal coordination (among Regional Government Organizations/OPDs) that influence the effectiveness of thematic BUMDes programs.

a. Coordination among Regional Government Agencies (OPDs)

The Regional Secretary of West Bandung Regency (I-03) stated that coordination among government agencies in supporting thematic BUMDes programs has been implemented through the establishment of the West Bandung BUMDes and Joint BUMDes Forum (Forum BUMDes dan BUMDesma KBB) as an official coordination platform.

Informant I-03 also recommended a more focused strategic planning approach for BUMDes based on five main pillars: concentrating on one or two core business units, utilizing local potential, ensuring professional management, integrating operations with food security programs, and conducting consistent evaluations. This recommendation reflects the view that excessive diversification into numerous business units may reduce management effectiveness due to the limited human and financial resources available.

b. The Strategic Role of DPMD as a Technical Supervisory Agency

The Community and Village Empowerment Office (DPMD) of West Bandung Regency is the government agency most directly responsible for the guidance, supervision, and capacity development of BUMDes. This study found that DPMD's role in supporting thematic layer chicken BUMDes has not yet been fully optimized, particularly in providing technical livestock training and sustainable business management assistance.

The Head of DPMD (I-04) acknowledged that the training programs conducted thus far have mainly consisted of general training for village officials and BUMDes chairpersons and still require collaboration with more specialized technical institutions in the livestock sector. Similarly, the Secretary of DPMD (I-07) admitted that the implementation of technical assistance programs for thematic BUMDes remains inadequate and requires strengthening, particularly in the provision of

infrastructure, human resource training, and regulatory support through more operational technical guidelines.

The Impact of BUMDes on Village Economies and Food Security

The final dimension examined in this study concerns the tangible impact of thematic BUMDes on village economies and local food security. The findings indicate that the impacts of BUMDes vary considerably among villages, depending on governance quality, capital availability, and the length of operational experience.

a. Contribution to Village Own-Source Revenue (PADes)

Among the eleven BUMDes management informants interviewed, only a small proportion reported that BUMDes operations had generated a measurable contribution to Village Own-Source Revenue (PADes). Most BUMDes remain in the development stage, where business revenues are primarily sufficient to cover operational expenses, particularly feed costs. Informant I-24 (Director of BUMDes Sukamaju) stated that the enterprise only achieved its PADes target in 2026. Meanwhile, Informant I-25 (Director of BUMDes Baitufallah) indicated that a positive contribution to PADes had not yet materialized because the program was still being managed by a newly established management team.

b. Employment Generation

One of the notable positive impacts of thematic BUMDes is the creation of local employment opportunities, although currently on a relatively limited scale. Several village heads also highlighted the positive role of BUMDes in empowering local micro, small, and medium enterprises (MSMEs) and involving farmers in feed supply chains. However, this integration remains at an early stage and requires further strengthening.

c. Stabilization of Local Food Prices

Several informants reported that thematic layer chicken BUMDes have contributed to stabilizing egg prices at the village level. BUMDes that implement direct-to-consumer sales schemes are able to offer more competitive prices than conventional market prices because they eliminate several intermediary layers within the distribution chain.

Nevertheless, the impact of this price stabilization remains highly localized and has not yet generated a significant effect on food security at the regency level as a whole. This limitation is largely attributable to the relatively small production capacity of BUMDes compared with the overall food demand of the population of West Bandung Regency.

Discussion

This discussion section analyzes and interprets the research findings presented in Section 4.3 by systematically relating them to the theoretical framework and literature review established in Chapter II. The analysis adopts an integrative approach by linking empirical evidence obtained from the field with theoretical concepts, including the optimization theory of decision-making (Sidik, 2002), the principles of Good Governance (UNDP; Government Regulation No. 101 of 2000), the concept of BUMDes governance as stipulated in Government Regulation No. 11 of 2021, and the concept of food security as formulated by the World Food Summit (1996). The discussion is organized according to the research dimensions identified in the conceptual framework, thereby consistently addressing the research questions formulated in this study.

BUMDes Governance from the Good Governance Perspective

The findings regarding the regulatory framework and institutional structure of BUMDes in West Bandung Regency provide a relevant basis for analysis from the perspective of Good Governance principles. As explained by Suriadi (2025) in Chapter II, Good Governance refers to the manner in which government institutions manage economic and social resources to promote community development. Furthermore, Article 2(d) of Government Regulation No. 101 of 2000 emphasizes that Good Governance involves the implementation and development of professionalism, transparency, accountability, democracy, effectiveness, efficiency, and the rule of law in public administration.

When linked to the field findings, the principle of the rule of law has been formally fulfilled through the establishment of a three-tier regulatory framework for BUMDes: national regulations (Government Regulation No. 11 of 2021), regional regulations (Regional Regulation No. 1 of 2024), and village-level regulations consisting of Village Regulations and BUMDes Articles of Association and Bylaws. This hierarchical regulatory framework is consistent with the spirit of Government Regulation No. 11 of 2021, which provides detailed provisions regarding the organizational structure of BUMDes and Joint BUMDes (BUMDESMA) to ensure professional, efficient, effective, and accountable operations. The achievement of legal entity status by all 165 BUMDes in West Bandung Regency serves as an indicator that the institutional prerequisites mandated by national regulations have been fulfilled.

a. Transparency in BUMDes Governance

Regarding transparency, the literature review in Chapter II explains that BUMDes governance should be open to public scrutiny, with management data and information readily accessible and available at all times (Government Regulation No. 11 of 2021). This study found considerable variation in the level of transparency among BUMDes across different villages. More professionally managed BUMDes generally have implemented periodic reporting mechanisms and accountability reporting through village deliberation forums.

However, substantive transparency defined as open access to information for all community members has not yet been fully realized. A community leader (I-35) stated that transparency in BUMDes financial management still requires significant improvement, despite the formal submission of accountability reports during village deliberation meetings. This gap between formal and substantive transparency is consistent with the findings of Yustisia et al. (2020), which indicate that transparency practices in many BUMDes remain largely symbolic and have not effectively reached all segments of society. This condition also aligns with the observations of Kusuma and Purnamasari (2016), summarized in the Chapter II literature review, which identify transparency and accountability issues as common challenges faced by Village-Owned Enterprises.

b. Accountability in BUMDes Management

From the accountability perspective, the principles outlined in Chapter II state that all BUMDes business activities must be accountable both technically and administratively through accountability reports submitted periodically by BUMDes management (PKDSP in Kamaroesid, 2016). This study found that formal accountability mechanisms between BUMDes, Village Heads, and Village Deliberation Meetings have been established in nearly all BUMDes examined. This finding was confirmed by a Village Head (I-09), who emphasized the obligation to submit monthly, quarterly, and annual reports during village deliberation meetings.

Nevertheless, the effectiveness of these accountability mechanisms depends heavily on the capacity of the Village Consultative Body (BPD) as the representative institution of the community. The study identified that, in many cases, BPD members lack sufficient technical capacity to conduct substantive oversight of BUMDes financial and operational performance. This finding confirms the relevance of

Sidik's (2002) optimization theory, which serves as the grand theory of this study. According to this perspective, optimization is not solely concerned with achieving outcomes but also with ensuring that those outcomes are attained through effective and efficient processes. Therefore, strengthening the capacity of internal supervisory institutions such as the BPD is an integral component of optimizing BUMDes governance.

c. Community Participation in Village Deliberation Meetings

The principle of participation in Good Governance, as discussed in Chapter II, emphasizes that BUMDes should provide opportunities for community involvement in both the establishment and management of the enterprise, whether through opinions, labor contributions, time, expertise, capital, or material resources (Government Regulation No. 11 of 2021). Furthermore, Suryanto (2018) argues that the highest authority within BUMDes lies in the Village Deliberation Meeting and that village development should be conducted based on the principles of economic democracy from the village community, by the village community, and for the village community.

However, this study found that participation in village deliberation meetings remains dominated by village elites, including village heads, village officials, BPD members, and community leaders. Marginalized groups such as small-scale farmers, women, and youth remain underrepresented in decision-making processes. This condition may result in decisions that do not fully reflect the interests of all community groups as required by the participation principle of Good Governance. The finding highlights a gap between the normative framework established in the theoretical literature and its practical implementation in the field.

d. Separation of Roles and the Principle of Institutional Independence

With regard to institutional independence and professionalism, the literature review in Chapter II emphasizes the necessity of a clear separation between the ownership function (Village Government) and the management function (BUMDes administrators) in order to ensure operational independence and professionalism (David, 2019; Government Regulation No. 11 of 2021). This study found that the principle of role separation has been understood and adopted by most village governments, as reflected in the statements of a Village Head (I-08), who described mechanisms such as open recruitment, the separation of village and BUMDes finances, and the obligation to provide periodic financial reports.

Nevertheless, at the implementation level, the study identified vulnerabilities concerning the independence of BUMDes from local political influence. The Head of DPMD (I-04) explicitly stated that one of the greatest obstacles to effective BUMDes governance is the intrusion of political interests into internal decision-making processes. This condition is consistent with findings from previous studies reviewed in Chapter II, particularly those of Kusuma and Purnamasari (2016), who identified leadership issues, managerial weaknesses, and village governance practices influenced by local political interests as major factors hindering the development of Village-Owned Enterprises.

Human Resource Capacity from the Perspective of BUMDes Governance Optimization

The findings concerning the limited capacity of BUMDes management personnel represent the most dominant issue identified in this study and were consistently highlighted by informants from various institutional backgrounds. From the perspective of optimization theory proposed by Sidik (2002) which serves as the grand theory of this research as outlined in Chapter II optimization emphasizes the pursuit of the best possible outcomes through the selection of the most appropriate courses of action while considering existing constraints. Human resource limitations constitute one of the most fundamental constraints in the context of optimizing BUMDes governance.

The conceptual framework presented in Chapter II explains that limited resources are a primary variable that must be managed efficiently within the optimization process. In the context of thematic layer chicken BUMDes, limitations in human resources particularly regarding technical livestock expertise, financial literacy, and business management capabilities represent systemic barriers that restrict the ability of BUMDes to achieve optimal outcomes. The various dimensions of human resource limitations identified in this study, including technical livestock competence, financial management skills, digital literacy, and entrepreneurial leadership, are directly associated with the concept of constraints within optimization theory.

a. Technical Competence and the Need for Practice-Based Training

Most managers of thematic layer chicken BUMDes acknowledged that they initiated their businesses with very limited technical knowledge of layer chicken farming. This finding is consistent with the literature reviewed in Chapter II, which cites previous studies (Nugraha & Kismartini, 2019; Agung Gunanto et al., 2016) that consistently identify limitations in human resource capacity as one of the primary challenges faced by Village-Owned Enterprises in various regions.

A BUMDes Director (I-27) proposed the need for practical workshop-based training programs, accompanied by digital technology support for poultry housing systems to improve operational efficiency. This recommendation is highly relevant when viewed through the lens of optimization theory, particularly the concept of alternative decision-making outlined in Chapter II. The adoption of agricultural technologies and innovative BUMDes business models represents a strategic alternative for overcoming human resource limitations. Furthermore, the proposal by the Director of BUMDes Bina Sejahtera (I-27) to establish partnerships with universities for the development of poultry housing technologies capable of reducing routine labor requirements represents a concrete implementation of an innovative approach within the optimization framework of BUMDes governance.

b. Weaknesses in Financial Management and Their Relevance to the Principle of Accountability

The weaknesses in financial management and record-keeping identified in this study, as highlighted by the Head of Division at DPMD (I-06) and confirmed by the Vice Regent (I-01), are directly related to the accountability requirements embedded in the principles of Good Governance. As discussed in Chapter II, accountability in BUMDes governance extends beyond reporting business outcomes to village governments; it also includes the ability of management to prepare transparent and accountable financial statements, which are essential for accessing external financing sources. Consequently, weaknesses in financial management are not merely technical or administrative issues but constitute structural barriers that limit the capacity of BUMDes to expand and develop.

The findings of Suwencantara Surya and Riady (2018), cited in Chapter II, are particularly relevant in explaining this phenomenon. Their study concluded that the limited contribution of Village-Owned Enterprises to village-generated revenue was attributable to the failure to achieve key effectiveness indicators, with human resource limitations and insufficient capital identified as the principal constraints. The digitalization of real-time financial reporting systems, as proposed in this study, can therefore be viewed as an alternative decision that not only enhances operational efficiency but also strengthens local government oversight functions in accordance with Good Governance principles.

Discussion of Capital Dynamics from the Perspective of Optimization and Food Security

The capital dimension of BUMDes constitutes one of the most crucial elements within the governance optimization framework outlined in Chapter II. In Sidik's (2002) optimization theory, limited resources represent a core variable that determines the range of possibilities available for achieving organizational objectives. Capital participation from village budgets (APBDes), ranging from IDR 50 million to more than

IDR 392 million per village as presented in Table 4.2, reflects variations in village fiscal capacity that directly shape the feasible region within which BUMDes can operate.

a. Feed Cost Pressure as a Primary Optimization Constraint

All informants representing BUMDes management consistently identified high feed costs as the most significant operational risk. Within the framework of optimization theory, this condition represents a binding constraint a factor that most strongly restricts the achievement of an optimal solution. Given that feed accounts for approximately 60–70% of total production costs, unexpected fluctuations in feed prices can easily push BUMDes beyond their operational feasibility limits.

This situation has direct implications for the first dimension of food security discussed in Chapter II, namely food availability. The food security concept, introduced through the World Food Summit (1996) and summarized in Chapter II, emphasizes that food security exists when all individuals have sustainable access to sufficient, nutritious, and safe food. If high production costs threaten the operational sustainability of BUMDes, the continuity of egg supplies as a source of animal protein at the village level may also be jeopardized, thereby weakening local food security.

The strategy of producing independent feed based on locally available raw materials, promoted by the Vice Regent (I-01) and pioneered by several BUMDes, represents an application of the alternative decision-making concept within optimization theory. Within the conceptual framework presented in Chapter II, partnerships with local farmers to supply feed ingredients are viewed as a strategic alternative capable of simultaneously addressing feed-cost constraints and strengthening the overall village economic value chain.

b. Value-Added Integration and the Circular Economy System

The development of livestock manure management systems that convert poultry waste into organic fertilizer, implemented by several BUMDes through the *longyam* system (integration of poultry farming, aquaculture, and organic agriculture), represents a concrete example of the sustainability principle discussed in Chapter II. Suryanto (2018), as cited in the literature review, emphasizes that the establishment of BUMDes is not intended solely to maximize profits but rather to enhance village community welfare, which should be measured not only in financial terms but also through social and environmental outcomes.

The upstream–downstream integration model, involving local farmers as suppliers of feed ingredients and BUMDes as suppliers of organic fertilizer, creates a circular economic ecosystem. This pattern is consistent with the principle of utilizing local resources emphasized in Chapter II, whereby BUMDes are expected to maximize the use of local natural and human resources in conducting their business activities. Furthermore, this model contributes to fulfilling the accessibility dimension of food security proposed by Hakim (2025), namely the ability of individuals to obtain food through strengthened market systems and effective marketing mechanisms.

Market Access and Partnerships from the Food Security Perspective

The market access dimension identified in this study has direct implications for the concept of food security discussed in Chapter II. Food security encompasses not only the dimension of availability but also the dimensions of accessibility and affordability, as formulated in the definition established by the World Food Summit (1996) and summarized in the literature review.

The findings regarding significant limitations in BUMDes marketing activities caused by restricted distribution networks, the absence of off-taker contracts, and limited digital marketing capabilities are consistent with the observations of Hidayah et al. (2019), cited in Chapter II, who found that Village-Owned Enterprise business units have not been able to optimally empower local communities due to constraints

related to market access and distribution systems. The absence of market guarantee schemes (off-takers), identified by the Chairperson of the Regional House of Representatives Commission (I-02) as a structural weakness, may also undermine egg price stabilization at the village level, thereby weakening the affordability dimension of food security.

a. Partnership Opportunities with the Free Nutritious Meals Program

The strategic partnership opportunity with the central government's Free Nutritious Meals Program (*Makan Bergizi Gratis* MBG), identified by a BUMDes Director (I-26), represents a highly relevant alternative decision within the framework of BUMDes governance optimization. According to optimization theory discussed in Chapter II, one possible strategic alternative is the development of village food distribution networks and the strengthening of partnerships with institutions that provide stable and guaranteed food demand.

Partnership arrangements with the MBG program not only address the issue of market uncertainty faced by BUMDes but also create positive synergies between the national food security agenda and village-level food security initiatives. From the perspective of the literature review, such partnerships are also consistent with the role of BUMDes as village economic aggregators capable of shortening inefficient food distribution chains, as emphasized by the Chairperson of the Regional House of Representatives Commission (I-02) in discussing the role of BUMDes in transforming local food distribution systems.

b. BUMDesma as a Solution for Achieving Economies of Scale

The development of a Joint Village-Owned Enterprise (*BUMDesma*) model, or a BUMDes holding structure at the sub-district level, represents a strategic alternative closely related to the concept of resource constraints within optimization theory. One of the fundamental limitations faced by individual BUMDes is the lack of economies of scale, reflected in high per-unit production costs, weak bargaining power in feed price negotiations, and limited distribution coverage.

The BUMDesma concept, which operates collectively, enables economies of scale that individual BUMDes cannot achieve independently. Through collective operations, BUMDes can share infrastructure costs, consolidate feed procurement to obtain more competitive prices, and develop broader distribution networks. This model is consistent with the spirit of collective action in Village-Owned Enterprise management emphasized in Chapter II, where BUMDes are envisioned as a new collaborative space that unites all community components in efforts to develop their villages (Suryanto, 2018).

Oversight and Inter-Institutional Coordination from the Good Governance Perspective

The dimensions of oversight and inter-institutional coordination identified in this study are closely related to the principles of effectiveness and responsibility within the Good Governance framework discussed in Chapter II. Elazhari (2025), as cited in the literature review, defines Good Governance as a governance mechanism that regulates relationships among committees, directors, stakeholders, and other shareholders a definition that is highly relevant for understanding the multi-layered oversight system established for BUMDes in West Bandung Regency.

a. Effectiveness of the Multi-Layered Oversight System

Formally, the BUMDes oversight mechanism in West Bandung Regency has been established through a multi-layered system involving various actors, including village heads, Village Consultative Bodies (BPD), village deliberation forums, the Community and Village Empowerment Office (DPMD), and the regional inspectorate. This layered oversight framework reflects the principles articulated by Kurniasih and Harini (2022), cited in Chapter II, who argue that the implementation of clean government at the regional level is strongly influenced by institutional commitment and the

consistency of local governments in upholding accountability principles. Active oversight conducted by the Regional House of Representatives (DPRD) through field visits and public hearings (I-02) exemplifies the checks-and-balances function required within a Good Governance framework.

However, the effectiveness of this oversight system depends heavily on the technical capacity of each supervisory layer. As previously discussed, the BPD, which represents community interests in overseeing BUMDes, continues to face limitations in technical expertise. This finding indicates that strengthening the capacity of supervisory institutions not only the BUMDes being supervised is an essential component of efforts to optimize BUMDes governance. Within the framework of optimization theory, enhancing supervisory capacity represents an investment in a control system that enables BUMDes to operate within established parameters and thereby achieve optimal outcomes.

b. Inter-Agency Coordination and the Strategic Role of DPMD

The finding regarding weaknesses in two-way coordination among stakeholders, highlighted by the Regional Secretary (I-03), is closely associated with the principles of effectiveness and institutional synergy within Good Governance. In the literature review presented in Chapter II, Abdul Rahman (2020) argues that participation is a fundamental prerequisite for community economic development and that effective participation requires open communication channels at all levels. The identified weaknesses in two-way communication therefore constitute barriers to effective coordination, which in turn limit the effectiveness of the cross-sectoral support required by BUMDes.

The role of DPMD as the primary technical supervisory agency for BUMDes, which remains suboptimal particularly in the areas of livestock technical training and sustainable business management assistance is one of the most critical findings of this study. Within the optimization framework, DPMD functions as a key enabler that significantly influences the overall success of thematic BUMDes programs. The Head of DPMD (I-04) acknowledged the need for collaboration with technical institutions possessing greater expertise in the livestock sector, reflecting the necessity of a collaborative cross-sectoral approach. This perspective is consistent with the strategic recommendations of the Regional Secretary (I-03), who emphasized the importance of focusing on one or two core business units based on local potential and managed professionally.

The Impact of BUMDes on Food Security from the Food Security Theory Perspective

The impact of thematic BUMDes on food security identified in this study should be analyzed using the food security conceptual framework presented in Chapter II. The concept of food security, developed since the World Food Summit (1996) and summarized in the literature review, encompasses four key dimensions: availability, access, utilization, and stability. This discussion refers to these four dimensions in evaluating the extent to which thematic layer chicken BUMDes in West Bandung Regency have contributed to strengthening food security.

a. The Food Availability Dimension

From the perspective of food availability, the existence of thematic layer chicken BUMDes in 165 villages theoretically has the potential to increase the availability of animal protein at the village-community level. The literature review in Chapter II explains that food availability and adequacy are related to both the quantity and quality of food supplies, which must be sufficient to meet the caloric and energy requirements of individuals (Hakim, 2025). However, the findings of this study indicate that the production capacity of BUMDes remains very limited when compared to the overall food demand of the population of West Bandung Regency.

The contribution of BUMDes to Village Own-Source Revenue (PADes) also remains relatively limited. Among the eleven BUMDes management informants interviewed, only a small number reported that

BUMDes operations had generated a tangible impact. Most BUMDes are still in the development phase, where business revenues are only sufficient to cover operational costs. The statement of a BUMDes Director (I-31), who noted that business revenues were “only sufficient to purchase feed,” indicates that the enterprise has not yet surpassed its break-even point and therefore has not been able to contribute significantly to food availability at the regency level.

b. The Food Access and Affordability Dimension

From the perspective of food accessibility and affordability, several BUMDes that have successfully implemented direct sales to consumers at prices below prevailing market rates (I-27; I-28) have made a tangible contribution to reducing household food expenditure within village communities. This finding is consistent with the concept of accessibility in food security proposed by Hakim (2025), as discussed in Chapter II, which emphasizes that accessibility can be strengthened through the development of effective and efficient market systems and marketing mechanisms. By eliminating several intermediary layers within the food distribution chain, BUMDes provide a concrete example of efforts to improve food distribution efficiency.

Nevertheless, the impact of this price stabilization remains highly localized and has not yet generated a significant influence on food security at the regency level. This limitation can be explained through the optimization theory adopted as the grand theory of this study, which argues that the achievement of organizational objectives is always constrained by existing limitations. In this context, limited production capacity, restricted distribution networks, and the absence of formal off-taker arrangements constitute binding constraints that limit the ability of BUMDes to generate broader food security impacts.

c. The Stability and Sustainability Dimension

With regard to the stability dimension of food security, this study found that most BUMDes continue to struggle with instability resulting from fluctuations in feed prices and delayed payment systems (*kontrabon*), which negatively affect operational cash flow. Such instability has the potential to disrupt the continuity of egg supplies at the village level, thereby undermining local food security stability. Attention to this stability dimension is consistent with the literature review in Chapter II, which emphasizes that BUMDes development should fulfill the needs of present village communities without compromising the ability of future generations to meet their own needs, reflecting the sustainability principle embedded in Government Regulation No. 11 of 2021.

The statement of a BUMDes Director (I-32), who emphasized that BUMDes play a crucial role in strengthening village food security through improvements in production, distribution, processing, and community empowerment, indicates an awareness of the various dimensions of food security that require optimization. However, such awareness must be supported by strong governance structures if this potential is to be transformed into a sustainable and tangible contribution. This represents the essence of the research hypothesis formulated in Chapter II: that the optimization of BUMDes governance characterized by clear objectives, appropriate decision-making, and the effective and efficient management of limited resources has a positive and significant influence on strengthening food security in West Bandung Regency.

Supporting and Inhibiting Factors in the Optimization of BUMDes

The analysis of the supporting and inhibiting factors affecting BUMDes optimization, as summarized in Table 4.3 (research findings), can be further enriched by linking these findings to the theoretical framework presented in Chapter II. The various factors identified may be understood as elements that shape the feasible region the range of possible optimal solutions within the optimization theory framework adopted as the grand theory of this study.

a. Supporting Factors: Regulation, Local Potential, and Institutional Commitment

The supporting factors identified in this study, including a clear regulatory framework (Government Regulation No. 11 of 2021 and Regional Regulation No. 1 of 2024), the commitment of the Regional House of Representatives (DPRD) in oversight and legislation, substantial Village Fund support, and favorable highland climatic conditions for layer chicken farming, can be categorized as enabling factors that expand the feasible region within the optimization process. A strong regulatory framework is directly associated with the rule of law principle in Good Governance, as emphasized in Chapter II, which highlights that comprehensive regulations serve as the foundation for effective governance.

The enthusiasm demonstrated by village heads and BUMDes managers in implementing the program consistently reflected throughout the interviews indicates the presence of institutional commitment, which constitutes one of the essential prerequisites for the implementation of clean government, as proposed by Kurniasih and Harini (2022) in the literature review. This commitment represents valuable social capital that can drive the continuous optimization of BUMDes governance.

b. Inhibiting Factors: Capacity Gaps and Regulatory Imperfections

The inhibiting factors identified in this study, particularly limited technical expertise in poultry farming, low levels of financial and digital literacy, potential political intervention, high and volatile feed costs, the absence of off-taker schemes, and the lack of specific technical regulations for layer chicken BUMDes, can be understood as binding constraints that narrow the feasible region and limit the achievement of optimal solutions. These findings are consistent with the problem diagnosis formulated in the conceptual framework presented in Chapter II, which identifies institutional capacity limitations, weak business planning, insufficient innovation, and resource constraints as major barriers to effective BUMDes governance.

The complexity of APBDes administrative procedures, which often delays capital disbursement, also represents a significant obstacle requiring serious attention. From the perspective of optimization theory, delays in capital disbursement constitute a temporal constraint that negatively affects the operational efficiency of BUMDes. This issue is directly related to the efficiency principle within Good Governance discussed in Chapter II, which emphasizes that effective public administration should promote efficiency in administrative processes and public service delivery.

A Model for Optimizing BUMDes Governance to Strengthen Food Security

Based on the comprehensive discussion linking empirical findings with the theoretical framework presented in Chapter II, this study proposes a conceptual model for optimizing BUMDes governance that can serve as a reference for strengthening food security in West Bandung Regency. This model integrates three major theoretical frameworks: Sidik's (2002) optimization theory, the principles of Good Governance (UNDP; Government Regulation No. 101 of 2000), and the food security framework established by the World Food Summit (1996).

First, from the objective dimension of optimization theory, the objective of optimizing the governance of thematic layer chicken BUMDes in West Bandung Regency should be formulated clearly and measurably. Specifically, the objectives should include maximizing the contribution of BUMDes to the availability of animal protein at the village level, increasing community access to nutritious and affordable food, and minimizing food distribution costs through the elimination of inefficient intermediary chains. Such clarity of objectives serves as the foundation for all strategic decisions undertaken in BUMDes management.

Second, from the alternative decision dimension, the analysis conducted in this study identifies four priority groups of strategic alternatives: (1) strengthening human resources through practice-based training and

continuous technical assistance; (2) developing strategic partnerships with the Free Nutritious Meals Program (MBG) and promoting the BUMDesma model; (3) digitalizing financial reporting systems and poultry-house management; and (4) developing upstream–downstream integration systems to create a circular economic ecosystem that reduces dependence on external inputs.

Third, from the limited-resource management dimension, the implementation of Good Governance principles particularly transparency, accountability, participation, effectiveness, and efficiency constitutes the normative framework that should guide the management of all available resources, including capital, human resources, time, and information, to maximize their contribution to village food security. These three dimensions interact dynamically and form a continuous optimization cycle: clearly defined objectives facilitate appropriate decision-making; effective decision-making enhances resource management efficiency; and efficient resource management strengthens the capacity of BUMDes to achieve food security objectives in a sustainable manner.

The hypothesis formulated in Chapter II that the optimization of BUMDes governance, characterized by clear objectives, appropriate decision-making, and the effective and efficient management of limited resources, exerts a positive and significant influence on strengthening food security in West Bandung Regency is empirically supported by the findings of this study. However, it should be noted that the optimization process remains at an early stage and requires systematic and sustained strengthening across all dimensions to fully realize its potential.

4. Conclusion

Based on the findings and comprehensive discussion regarding the Optimization of BUMDes Governance in Strengthening Food Security in West Bandung Regency, drawing upon primary data obtained from informants representing all stakeholder groups and linked to the theoretical framework established in the literature review, this study arrives at the following conclusions.

a. Governance of Thematic BUMDes in West Bandung Regency

The governance of thematic layer chicken BUMDes in West Bandung Regency generally possesses an adequate institutional foundation; however, its implementation has not yet reached an optimal level. A comprehensive hierarchical regulatory framework comprising Government Regulation No. 11 of 2021, Regional Regulation No. 1 of 2024, and Village Regulations/Articles of Association and Bylaws has been established, and all 165 BUMDes have obtained legal entity status. The separation of roles between village governments as owners and BUMDes management as operators has also been understood and adopted by most villages as a principle of good governance.

Nevertheless, a significant gap remains between the formal governance structures that have been established and the quality of their implementation in practice. The principles of Good Governance transparency, accountability, participation, effectiveness, and efficiency have been adopted normatively but have not yet been fully realized in day-to-day management practices. Transparency remains largely symbolic through limited village deliberation forums, accountability is constrained by the weak supervisory capacity of Village Consultative Bodies (BPD), and community participation continues to be dominated by village elites. The intervention of local political interests in BUMDes recruitment and decision-making processes constitutes a tangible obstacle to achieving institutional independence and managerial professionalism.

b. Factors Inhibiting the Optimization of BUMDes Governance

Based on the research findings, five major inhibiting factors were consistently identified across all categories of informants. First, the limited capacity of BUMDes human resources constitutes the most dominant obstacle. These limitations include inadequate technical expertise in layer chicken farming,

weak financial management and bookkeeping skills, limited digital literacy, and insufficient entrepreneurial leadership. Existing coaching and training programs provided by the Community and Village Empowerment Office (DPMD) remain inadequate in terms of continuity, depth of content, and practical relevance to field conditions.

Second, extremely high feed costs, accounting for approximately 60–70% of total production expenses, represent a major operational binding constraint that systematically erodes BUMDes profitability. Unpredictable fluctuations in feed prices, combined with delayed payment practices (*kontrabon*) in the market, create chronic cash flow pressures, preventing most BUMDes from surpassing the break-even point and making meaningful contributions to Village Own-Source Revenue (PADes).

Third, the absence of formal and structured market guarantee mechanisms (off-taker schemes) constitutes the most significant structural weakness threatening the long-term sustainability of thematic BUMDes. Without guaranteed market absorption, BUMDes remain vulnerable to price competition with large distributors possessing substantially greater capital resources and distribution networks.

Fourth, weaknesses in intergovernmental coordination both vertical coordination between regency and village governments and horizontal coordination among Regional Government Agencies (OPDs) have resulted in technical support, regulatory frameworks, and capacity-building programs that are not yet integrated synergistically. Suboptimal two-way communication among the regency government, DPMD, and BUMDes managers creates a gap between policy visions at the regency level and the realities of implementation challenges at the village level.

Fifth, the absence of specific technical regulations for thematic layer chicken BUMDes, including production standard operating procedures, poultry-house management guidelines, and livestock-based financial management manuals, forces BUMDes managers to make technical decisions without adequate guidance.

c. Supporting Factors for the Optimization of BUMDes Governance

On the other hand, this study also identified several supporting factors that constitute important assets for future governance optimization efforts. The comprehensive regulatory framework and legal certainty provided through the legal entity status of all BUMDes form a strong institutional foundation. The commitment of village heads and the enthusiasm of BUMDes managers in implementing the program reflect the availability of valuable social capital and entrepreneurial spirit.

The favorable highland geographical conditions of West Bandung Regency for layer chicken farming, strong and stable local demand for eggs, and abundant local feed resources represent comparative advantages that can be further optimized. Partnership opportunities with the central government's Free Nutritious Meals Program (Makan Bergizi Gratis MBG) as a stable institutional off-taker, along with innovative upstream–downstream integration and digitalization initiatives pioneered by several BUMDes, represent promising development models that may serve as references for replication by other BUMDes.

d. The Contribution of BUMDes to Food Security

At the time this research was conducted, the contribution of thematic layer chicken BUMDes to strengthening food security in West Bandung Regency remained at an early stage and varied considerably among villages. Of the four dimensions of food security availability, access, utilization, and stability the most visible impact of BUMDes was found in the dimensions of accessibility and

affordability at the local level, particularly through the ability of several BUMDes to sell eggs directly to villagers at prices below prevailing market rates by eliminating intermediary distribution channels.

The impact on the dimensions of food availability and food stability at the regency level remains relatively limited, given that the production capacity of BUMDes is still far from proportional to the overall food needs of the population of West Bandung Regency. The creation of local employment opportunities, although still limited in scale, represents a positive socio-economic outcome generated by thematic BUMDes. Likewise, BUMDes initiatives aimed at stabilizing egg prices at the village level contribute to improving access to nutritious food for lower-income households.

However, to fully realize the role of BUMDes as a genuine driver of food security, substantial improvements are required in governance quality, human resource capacity, and partnership ecosystems beyond current conditions.

e. Recommendations for Future Research

This study has limitations in terms of the scope and depth of analysis of several dimensions. To enrich academic understanding of BUMDes governance and food security, the following recommendations are proposed for future research:

1. Future studies may employ quantitative or mixed-methods approaches to more precisely measure the influence of BUMDes governance variables such as transparency, accountability, human resource capacity, capital, and market access on concrete food security indicators, including egg production, prices, accessibility, and contributions to Village Own-Source Revenue (PADes).
2. Comparative studies between successful and less successful thematic BUMDes in West Bandung Regency or other regencies in West Java could provide deeper insights into the specific determinants of success that may be replicated elsewhere.
3. Further research on the development model of Joint Village-Owned Enterprises (*BUMDesma*) as a strategy for consolidating individual BUMDes should be conducted to design the most effective model suited to the characteristics of villages in West Bandung Regency.
4. In-depth studies on the effectiveness of the Free Nutritious Meals Program (MBG) as an off-taker mechanism for thematic food security BUMDes are needed to formulate the most optimal and sustainable partnership model between the national MBG program and village-level BUMDes.

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