

FINANCIAL GOVERNANCE AND OPTIMIZATION OF VILLAGE-OWNED ENTERPRISES FOR VILLAGE DEVELOPMENT: A RESULT OF COMMUNITY SERVICE IN SUMERTA KELOD VILLAGE, DENPASAR-BALI

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ABSTRACT

This description is the result of community service carried out in Sumerta Kelod Village, Denpasar based on general and specific problems that are currently happening. Community service is needed for villages to synergize with academics and get theoretical and practical input related to village financial management and developing the potential of Village-owned enterprises. The problems experienced by the village today are the problem of human resources and the optimization of village potential. The village area of Sumerta Kelod has not been utilized optimally to increase the village's original income. Furthermore, regarding governance that is currently being adopted, it is by the recommendations of the central and regional governments but still needs assistance. Warmadewa University takes this role to provide solutions related to financial governance and the potential for developing Village-owned enterprises. The solution that can be given is that the village apparatus and the community must synergize and work together to explore the potential for developing Village-owned enterprises to increase the village's original income. Furthermore, in financial governance, it is necessary to synergize with academics, practitioners, and assistants intensely so as not to leave the corridor of good village governance. By utilizing existing regulations, this community service team collaborates with related parties to discuss and dialogue to get inspiration to develop the potential of Village-owned enterprises and take advantage of existing opportunities as a trigger for the spirit of increasing village income to move forward and independent villages.

Key words: community service, village finance, Village-owned enterprises management, regulation, village potential

PRELIMINARY

With the existence of Law Number 6 of 2014 concerning Villages, it is hoped that good village government will be realized so that it can bring a new paradigm in development, and be able to change the perspective of development, namely economic prosperity and prosperity are not always in cities or urban areas but in developing Indonesia, it must start from the village (Sara, Saputra, & Jayawarsa, 2020). Villages are at the forefront of development movement efforts originating from community initiatives, to achieve prosperity and prosperity, as well as being just and sustainable. The regulation on Villages is based on the mandate of the 1945 Constitution Article 18B Paragraph (2) which reads "The State recognizes and respects customary law community units and their traditional rights as long as they are still alive and by community development and the principles of the Unitary State of the Republic of Indonesia, which are regulated in Constitution". Referring to the formulation of Article 18B paragraph (2), the Bill on Villages gives recognition to the customary law community unit as a Village or what is called by another name that existed before the Unitary State of the Republic of Indonesia was formed (Anggiriawan et al., 2018; Saputra et al., 2021).

There is an allocation of the State Revenue and Expenditure Budget which is intended for Villages with a large enough budget so that the Village becomes a concern for all parties. The parties in question are the central, provincial, and district governments as well as various other state institutions and private institutions that must establish synergy to harmonize and make this Law a success for its sustainability (Atmadja et al., 2018; Sara, Saputra, et al., 2021). The management of the budget allocation must support the implementation of village government, implementation of village development, village community development, and village community empowerment. Village financial management should be managed properly and based on the principle of honesty, lest it becomes an arena for growing "small corruptors" in the village. If this happens (corruption), the trust of the community at the smallest level, namely the village, will no longer exist. This is because most people no longer trust the Central Government and Regional Governments (Sah, 2016; Saputra et al., 2018; Wilfahrt, 2018).

The regulation on Village finances in the Village Law has clearly provided a very large space for efforts to increase village economic development to achieve an increase in people's welfare. The challenges that arise are precisely from financial managers who demand financial management that has accountability and transparency so that financial support from the Government can improve the economic sector in village development. Based on Article 71 of Law no. 6 of 2014 and Article 2 of Permendagri 113 of 2014 states that Village Finance is all village rights and obligations that can be valued in money and everything in the form of money and goods related to the implementation of rights and obligations. Village finances are managed based on transparent, accountable, participatory principles and are carried out in an orderly and budgetary discipline (Paellorisky & Solikin, 2019; Salim et al., 2017; Saputra, Jayawarsa, et al., 2019). Period: 1 fiscal year starting from January 1 to December 31. Based on Article 75 of Law no. 6 of 2014, the holder of the power of village financial management is the village head who because of his position has the authority to carry out the overall management of village finances. In the context of managing Village Finance, the Village Head delegates some of the authority to the appointed village apparatus, and also provides space for the Village Government to carry out Village Development by making the maximum use of existing Village Resources with the authority it has. The direction of Indonesia's development must start from the village so that it can become a magnet for increasing people's economic development which will clearly have an impact on increasing people's welfare (Felani, 2017; Haryanto, 2017; Perdana et al., 2020).

The Village Government shall prepare a Village development plan by its authority concerning the Regency/City development planning. Village development plans are prepared to ensure linkages and consistency between planning, budgeting, implementation, and supervision (De Jong & Sauerwein, 2021; Saputra, Anggiriawan, Sanjaya, et al., 2019). Village development planning is one of the sources of input in district/city development planning. Village Development Planning is carried out by involving the Village community and other interested parties. In preparing the Village development plan, the Village Government is obliged to hold a Village development planning deliberation. The Village development planning deliberation determines priorities, programs, activities, and Village development needs to be funded by the Village regional revenue and expenditure budget, village community self-help, and/or Regency/City regional revenue and expenditure budget (Mahmud & Riley, 2021; Xu et al., 2018).

Based on articles 87 and 88 of Law No. 6 of 2014 it is stated that the Village can establish a Village Owned Enterprise called Village-owned enterprises. Village-owned enterprises is managed in a spirit of kinship and cooperation. Village-owned enterprises can run a business in the economic sector and/or public services by the provisions of laws and regulations. The establishment of Village-owned enterprises was agreed upon through the Village Deliberation (Karmawan, 2017; Saputra, Jayawarsa, et al., 2019; Sara, Saputra, & Utama, 2020). The establishment of Village-owned enterprises is determined by Village Regulation. Village-owned enterprises is a village business that is formed/established by the Village Government whose entire or most of the capital is owned by the Village Government through capital participation originating from separated village assets and its management is carried out by the Village Government and the community (Peng et al., 2021; Watts et al., 2019).

The purpose of the enactment of the Law on Villages is to make villages more independent, not only in the administration of government but also in management, including the determination and utilization of village finances and assets. One of the factors causing the high poverty rate in the village is that the Village-owned enterprises is not yet optimal. So that the high rate of poverty in the village should be resolved by the existence of this Village Law by forming Village-owned enterprises (Saputra, Sara, et al., 2019; Sara, Saputra, & Utama, 2020). The existence of this Village-owned enterprises will certainly be a strategic role because the village can develop its business as well as continue to develop any potential to continue to do innovations that have great potential to open job vacancies, to be able to contribute to regional or village income. This is an opportunity as well as a challenge because Village-owned enterprises are also required to be able to increase the source of village original income (Prafitri et al., 2018).

From the explanation above, it can be concluded that the Village Law brings new challenges for the Regional Government and Village Government in terms of financial management in the context of village development. Village heads and village officials have a tough task in managing village finances as mandated by this law. Based on this awareness, many parties have taken part in the success of this Village Law, including village assistants appointed by the Ministry of Villages or by the Regional/Provincial Government, professional financial consultants, or even academics who are concerned about village financial management. transparent and accountable as desired by the Government and society (Katsamuniska, 2016; Rivai, 2017). For this reason, it is inseparable from the concern of academics, especially in the campus world, socialization of village financial management has developed, which is driven by the Ministry of Villages, the Ministry of Home Affairs, and the Ministry of Finance in collaboration with the Regional Government and campus academics. As part of that, we as academics at the Warmadewa University designed a community service activity in the form of Financial Governance and Optimization of Village-owned enterprises for Village Development as the first step in the success of Law Number 6 of 2014 concerning Villages. This community service is carried out step by step through villages that have the potential to receive village funds and can manage them well and report them according to applicable regulations (Temenggung, 2016; Vel & Bedner, 2015).

This community service is carried out in Sumerta Kelod Village, Denpasar-Bali as one of the villages receiving village funds that have the potential to develop and have a lot of potential assets to be developed. In this service, the focus is on managing village finances. Village finances have the potential to be misused either intentionally or unintentionally. One of the potentials that can be considered from the selection of the place of service is the potential of the village and the human resources owned by the village to be able to apply the mandate of this Village Law. However, not only focusing on the misappropriation of village finances, but we also provide direction or socialization according to our previous abilities who have attended training in village fund management, which is related to village financial management and optimization of Village-owned enterprises. These are the things that we socialize so that they have benefits and can provide knowledge to the community in general and village heads and village officials in particular.

LITERATURE REVIEW

Village Financial Planning

The Village Medium Term Development Plan is prepared for a period of 6 (six) years. The Village Government in preparing the Village medium term work plan is required to hold a Village Development Planning Meeting which is attended by the Village Consultative Body and elements of the village community, such as traditional leaders, religious leaders, community leaders, educational leaders, representatives of farmer groups, representatives of fishermen groups, representatives craftsmen groups, representatives of women's groups, representatives of observer groups and child protection, and representatives of poor community groups. The Village Medium-Term Development Plan is stipulated for a maximum period of 3 (three) months from the date of the inauguration of the village head (Husin, 2016; Ismail et al., 2016; Saputra et al., 2018).

Village Financial Budgeting

The Activity Plan and Budget Plan that have been established in the Village government work plan are used as guidelines in the process of preparing the Village Revenue and Expenditure Budget. The Village Revenue and Expenditure Budget is the village government's annual financial plan which is approved by the Village Consultative Body. The Village Budget that has been stipulated in the Village Regulation allows for changes to be made. Village regional revenue and expenditure budget changes can only be made 1 (one) time in 1 (one) fiscal year (Ekayani et al., 2020; Siagian et al., 2016; Yuhertiana et al., 2016).

Implementation of Village Finance

The implementation of revenue receipts is the process of receiving and recording village income which involves the donor (central or provincial or district or city government, community, third parties), recipient of funds (village treasurer or activity implementer or hamlet head), and banks. Expenditure Implementation is an expenditure process related to village expenditures contained in the Village government work plan whose implementation will be realized through the Village Budget. After the Village Budget is established in the form of village regulations, the planned programs and activities can only be implemented (Atmadja & Saputra, 2017; Mariyatni et al., 2020; Novrizal & Podger, 2017; Paellorisky & Solikin, 2019).

Village Financial Administration

Village financial administration is a recording activity that is specifically carried out by the village treasurer. The village treasurer is obliged to record every receipt and expenditure and close the books at the end of each month in an orderly manner. The General Cash Book is used to record cash receipts and disbursement transactions. The Tax Assistant Cash Book is used to record the receipts of money from tax collections and expenditures in the form of tax deposits to the State treasury. The Bank Book is used to record cash receipts and disbursements transactions via bank or transfer (Anggiriawan et al., 2018; Paellorisky & Solikin, 2019; Sara, Jayawarsa, et al., 2021; Xu et al., 2018).

Village Financial Reporting and Accountability

The village head as the head of the village government has an obligation to submit an accountability report for the implementation of the various authorities owned by the village. The village head's accountability report consists of (1) Village Budget Implementation Realization Report. The Village Budget Implementation Realization Report is submitted to the regent or mayor through the sub-district head. (2) Accountability Report on the Realization of Village Budget Implementation. The Village Budget Realization Accountability Report is submitted by the village head at the end of each fiscal year to the regent or mayor through the sub-district head consisting of income, expenditure, and financing that have been determined by village regulations. (3) Report on the Realization of the Use of Village Funds. Report on the Realization of the Use of Village Funds is submitted to the regent or mayor every semester (Bustaman et al., 2018; Saputra, Pradnyanitasari, et al., 2019).

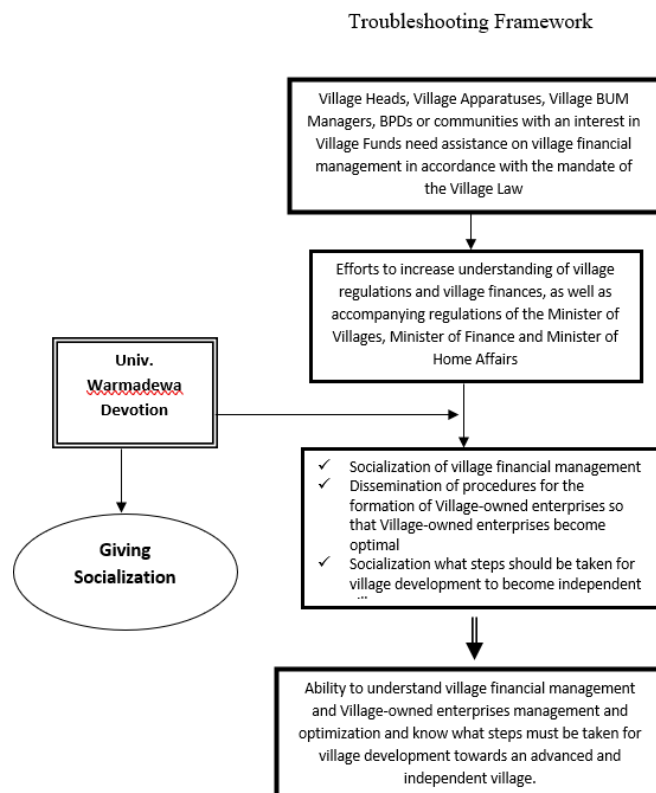
Village Owned Enterprises

Village-owned enterprises are village business institutions managed by the community and village government to strengthen the village economy and are formed based on the needs and potential of the village. Village-owned enterprises according to Law number 32 of 2004 concerning Regional Government was established, among others, in the context of increasing Village Original Income. As one of the economic institutions operating in rural areas, Village-owned enterprises must be different from other economic institutions in general. This is intended so that the existence and performance of Village-owned enterprises can make a significant contribution to improving the welfare of villagers. In addition, in order not to develop a capitalistic business system in the countryside which can result in disruption of the values of social life (Saputra, Jayawarsa, et al., 2019; Sara, Saputra, & Utama, 2020).

METHOD

The problems that occur in Sumerta Kelod Village are related to Law No. 6 of 2014 concerning this Village, where each Village receives funds from the regional revenue and expenditure budget which are used to improve the welfare of villages throughout Indonesia. qualified village to implement the mandate of this law. The capacity of village government personnel is still limited, so it is difficult to implement village financial management and requires assistance. The Village Head and other village officials are still experiencing resistance to change, namely, they are still comfortable using the previous system and still need adjustments to accept this significant change. Especially in terms of managing village assets, managing and optimizing Village-owned enterprises, as well as the steps that must be taken for village development towards an independent village.

Along with the emergence of the problems mentioned above, various efforts have been made by the Government to assist villages in managing their finances. One of the things done by the government is to collaborate with academics who are able and understand the application of this Village Law to assist and assist village assistants who have been appointed by the Ministry of Villages in carrying out their duties to manage village finances.



RESULTS AND DISCUSSION

Development in the village so far can be said to be underestimated and carried out half-heartedly by the central government and regional governments (Tiwari & Joshi, 2014). This can be proven by the lack of Human Resources competency skills, the minimal added value of Economic Resources and the less than optimal management of Natural Resources as well as limited access to infrastructure (Peng et al., 2021). Problems like this are not felt by the Village, but the problem is also felt by the City, for example, the problem of urbanization of the Village to the City, the Village is no longer support and support for the City, between the Village and the City and various other problems (Xu et al., 2018).

There is a large allocation of the State Revenue and Expenditure Budget for the Village with a sufficient budget so that the Village becomes a concern for all parties (Atmadja et al., 2018). The parties in question are the central, provincial, and district governments as well as various other state institutions and private institutions that must establish synergy to harmonize and make this law a success (Salim et al., 2017). The management of the budget must support the implementation of village government, implementation of village development, village community development, and village community empowerment (Paellorisky & Solikin, 2019).

In managing village finances, it becomes an arena for growing "little corruptors" in the village, but there is no need to worry that the management of village funds will be prone to problems and handling by law, which is important to manage properly and based on honesty. If this happens (corruption), the community's trust at the smallest level, namely the village, will no longer exist. This is because most people no longer trust the Central Government and Regional Governments (Mustikawati et al., 2017; Wahyudi et al., 2019).

Through the existence of a village that is part of the Regency/City Regional Government area, the Village carries out government functions by referring to the provisions of Article 18 paragraph (7) that the Village carries out government functions, both based on the authority possessed by the Village, as well as the authority assigned by the Government, Provincial Government, and Regency/City Government. Thus, this Law was drafted in the spirit of implementing the constitutional mandate, namely the regulation of customary law communities by the provisions of Article 18B paragraph (2) and Article 18 paragraph (7), so that this constitutional foundation will become a solid foundation for the future of the village. Indonesia. Building a Village Building a Country (Ekayuliana et al., 2018; Pramusinto & Latief, 2011).

Village development is an effort to improve the quality of life and life for the greatest welfare of the village community (Permendagri 114 of 2014). Participatory Development is a development management system in villages and rural areas that is coordinated by the village head by prioritizing togetherness, kinship, and cooperation to realize the mainstreaming of peace and social justice. Village Community Empowerment is an effort to develop community independence and welfare by increasing knowledge, attitudes, skills, behavior, abilities, awareness, and utilizing resources through the establishment of policies, programs, activities, and assistance by the essence of the problem and priority needs of the Village community (Antlöv et al., 2016; Sara, Saputra, & Utama, 2020).

Based on Article 78 of the Village Law, Village Development aims to improve the welfare of the Village community and the quality of human life as well as poverty alleviation through fulfilling basic needs, developing village facilities and infrastructure, developing local economic potential, and utilizing natural resources and the environment sustainably. Village

development includes the stages of planning, implementation, and supervision (Sara, Saputra, & Utama, 2020; Xu et al., 2018). Village development prioritizes togetherness, kinship, and cooperation to realize the mainstreaming of peace and social justice (De Jong & Sauerwein, 2021).

Village Development prioritizes community participation in the decision-making process while developing public control over the implementation of public decisions (Saputra, Sara, et al., 2019). Thus, in empowering the community, political primacy is emphasized. Article 83 of the Village Law concerning Rural Area Development states that rural area development is a combination of inter-village development within one district/city. Rural Area Development Includes (1) use and utilization of village areas in the context of determining development areas by regency/city spatial planning; (2) services carried out to improve the welfare of rural communities; (3) infrastructure development; (4) improvement of rural economy; (5) development of appropriate technology; and (6) empowering rural communities to improve access to services and economic activities (Bößner et al., 2019; L. K. Y. Dewi, 2014; Peng et al., 2021).

Article 86 of the Village Law relates to information systems for village development and rural area development. Villages have the right to access information through the village information system developed by the district/city local government (Saputra, Pradnyanisari, et al., 2019). The government and local governments are required to develop a village information system and the development of rural areas. The village information system includes hardware and software facilities, networks, and human resources. The village information system includes village data, village development data, rural areas, as well as other information related to village development and rural area development (Jayawarsa et al., 2020). The village information system is managed by the village government and can be accessed by the village community and all stakeholders. District/city local governments provide district/city development planning information for villages (P. E. D. M. Dewi et al., 2017).

Minister of Home Affairs Regulation number 114 of 2014 states that village development planning is a process of stages of activities organized by the village government by involving village consultative bodies and community elements in a participatory manner for the use and allocation of village resources to achieve village development goals. Article 80 of the Village Law concerning Village Development Planning, is held by involving the Village community (Ahmad et al., 2020; Sara, Jayawarsa, et al., 2021). The Village Government is obliged to hold a Village Development planning deliberation. The Village Development planning deliberation determines the priorities, programs, activities, and needs of Village Development funded by the Village Revenue and Expenditure Budget, Village community self-help, and/or the regency/city Regional Revenue and Expenditure Budget. Priorities, programs, activities, and needs for Village Development are formulated based on an assessment of the needs of the Village community (Antlöv et al., 2016; Kurniawan, 2016).

This community service is carried out in Sumerta Kelod Village, Denpasar because it has tremendous potential to increase village income. The potential of the area is the center of the development of the business industry in Denpasar City. If it is used properly and based on regulations made by the village, parking fees in collaboration with the local government will increase the village's original income. Furthermore, the use of other areas to generate coffers of income for the welfare of the village community and optimize the available workforce in the village (Sara, Saputra, et al., 2021; Suwitari & Larasdiputra, 2020; Wanusmawatie et al., 2018).

Conditions like this will be able to develop Sumerta Kelod Village. Because the regulation on village finances in the Village Law has clearly provided a very large space for efforts to increase village economic development to achieve increased people's welfare. The challenges that arise are precisely from financial managers who demand financial management that has accountability and transparency so that financial support from the Government can improve the economic sector in village development. The management of Village-owned assets is discussed by the Village Head together with the Village Consultative Body based on the procedures for managing Village-owned assets regulated in a Government Regulation (Dikgang et al., 2012; Popoola et al., 2016). (Article 77 paragraph 3) Derivatives of Law no. 6 of 2014 regarding the procedures for managing village assets, Permendagri No. 4 of 2007.

Article 1 Permendagri No. 4 of 2007 Village Assets are Village assets originating from the Village's original assets, purchased or obtained at the expense of the Village Revenue and Expenditure Budget or the acquisition of other legal rights. Village land is the property of the village in the form of crooked land, graves, and *titisara* (village land whose proceeds are used to finance village needs) (Sara, Saputra, & Jayawarsa, 2020). Village Government Capital Participation is the transfer of wealth that is not separated into separate assets to be calculated as Village capital or shares in Village-Owned Enterprises, Regional-Owned Enterprises, or other Legal Entities owned by the Village or Region. Inventory is an activity to collect data, record, and report the results of data collection on Village assets (Amaliah & Murtini, 2017).

In Article 1 of the Village Regulation No. 04/2015 it is stated that Village-owned enterprises is a business entity whose capital is wholly or most of the capital owned by the Village through direct participation originating from Village assets which are separated to manage assets, services, and other businesses for the greatest welfare of the Village community. Furthermore, the Law on Villages regulates Village-Owned Enterprises, (Article 87), namely business entities whose entire or most of the capital is owned by the Village through direct participation originating from Village assets which are separated to manage assets, services, and other businesses for the maximum welfare of the village community (Matei et al., 2016; Sara, Saputra, et al., 2021). Village-owned enterprises is formed by the Village Government to utilize all economic potential, economic institutions, as well as the potential of natural resources and human resources to improve the welfare of the Village community (Antlöv et al., 2016; Wanusmawatie et al., 2018). Village-owned enterprises specifically cannot be equated with legal entities such as limited liability companies, CVs, or cooperatives. Therefore, Village-owned enterprises is a business entity characterized by a Village which in carrying out its activities in addition to assisting the implementation of the Village Government, also meets the needs of the Village community. Village-owned enterprises can also carry out the functions of services, trade, and other economic development (Saputra, Anggiriawan, Trisnadewi, et al., 2019; Saputra, Sara, et al., 2019; Sara, Saputra, & Utama, 2020).

Article 1 Village Regulation No. 04/2015 also regulates the establishment of Village-owned enterprises, (1) Establishment of Village-owned enterprises as agreed through the Village Deliberation, as regulated in the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration concerning Guidelines for Order and Decision Making Mechanisms for Village Deliberations. (2) The results of the Village Deliberation agreement as intended, serve as guidelines for the Village Government and the Village Consultative Body to stipulate Village Regulations concerning the

Establishment of Village-owned enterprises. (3) In the framework of inter-village cooperation and inter-village business services, a joint Village-owned enterprises can be formed which belongs to 2 (two) or more Villages. (4) The establishment of a joint Village-owned enterprises is agreed through an inter-Village Deliberation facilitated by an inter-village cooperation agency, (5) a joint Village-owned enterprises is stipulated in a Joint Regulation of the Village Head regarding the Establishment of a joint Village-owned enterprises, (6) Village-owned enterprises may consist of units - a business unit that is a legal entity can be in the form of a business institution whose share ownership comes from Village-owned enterprises and the community. If Village-owned enterprises does not have business units that are legal entities, the form of Village-owned enterprises organization is based on Village Regulations concerning the Establishment of Village-owned enterprises (Mustikawati et al., 2017; Paellorisky & Solikin, 2019; Sara, Saputra, & Jayawarsa, 2020).

In increasing the source of village income, Village-owned enterprises can collect savings at the local scale of the Village community, among others through the management of revolving funds and savings and loans (Fenu & Pau, 2015; Murphy & Albu, 2018; Saputra, Jayawarsa, et al., 2019; Saputra, Trisnadewi, et al., 2019). Village-owned enterprises in its activities is not only oriented towards financial gain but is also oriented towards supporting the improvement of the welfare of the Village community. Village-owned enterprises is expected to be able to develop business units in utilizing economic potential. If business activities can run and develop properly, it is very possible that in time Village-owned enterprises follows the legal entity that has been stipulated in the provisions of the legislation (Sara, Saputra, & Utama, 2020).

CONCLUSION

Law Number 6 of 2014 concerning Villages has provided space for the Village Government to carry out Village Development as much as possible by utilizing existing Village Resources with the authority it has. The direction of Indonesia's development must start from the village so that it can become a magnet for increasing people's economic development which will clearly have an impact on increasing people's welfare. Villages are more attractive than cities.

The programs run by the government in supporting the development of the economic base in rural areas have been carried out for a long time, but these efforts have not produced the satisfactory results as desired. This is due to government intervention that is too large, thus hampering the creativity and innovation of rural communities. One approach that is expected to be able to move the wheels of the economy in rural areas is through the establishment of economic institutions that are fully managed by rural communities. The institutional form in question is village-owned enterprises (Village-owned enterprises). The task and role of the government are to disseminate and raise awareness to the village community through the provincial and district governments about the importance of Village-owned enterprises for improving the welfare of rural communities.

The involvement of the village government as the largest capital participant of Village-owned enterprises or as co-founders of the community is expected to be able to meet minimum service standards, which is manifested in the form of protection against harmful interventions from third parties. Likewise, the village government plays a role in the formation of Village-owned enterprises as a legal entity that is based on the applicable laws and regulations, and by the agreements established in the village community. Through the mechanism of "self-help" and "member-base", Village-owned enterprises is also a manifestation of the participation of the village community as a whole, so it does not create a business model that is hegemonized by certain groups at the village level. This means that this regulation is manifested in a solid institutional mechanism. Strengthening institutional capacity will be directed at the existence of rules that bind all members.

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