



# Uncovering the Meaning of Accountability: Is the Village-Owned Enterprises (BUMDes) Accountable?

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## ABSTRACT

This study aimed to understand how Village-Owned Enterprises (BUMDes) implement accountability, transparency, and community involvement. BUMDes, funded initially by the Village Fund Allocation (ADD) from the State Budget (APBN), need to be accountable, transparent, and involve the community. The research used a Descriptive Qualitative and Phenomenological approach, gathering data through interviews with BUMDes management and analyzing financial statements and relevant documents. Findings showed that BUMDes use village funds as initial capital, regularly share financial statements, but face challenges in understanding accounting treatments. The study suggests improving accountability, providing information through village channels, and involving the community in BUMDes decisions through participatory principles.

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## 1. INTRODUCTION

In 1966, regional independence became one of the most critical issues in implementing the regional autonomy policy during the era of the New Order. In 2015, the village received a new budget source from the State Budget (APBN), namely village funds, which each village would later manage independently. In 2020, there was a shift in the allocation of village funds; the President of the Republic of Indonesia, Joko Widodo, disclosed that the increase in the Village Fund (DD) budget from 70 trillion in 2019 to 72 trillion in 2020 would concentrate on community empowerment to develop the economic potential of villages to alleviate underdeveloped villages in Indonesia (Kemenkopmk.go.id, 2020). The source of village funding is the APBN (Regional Revenue and Expenditure Budget, where the village fund budget has expanded and is focused on community empowerment, including the capital participation of BUMDes in establishing village autonomy (Djpb.kemenkeu.go.id, 2022). Even if the economy is recovering, the Indonesian government must encourage the community to establish a village economy to alleviate poverty (Titania & Utami, 2021).

The increase in APBDes allocation for the establishment and capitalization of BUMDes, amounting to Rp 867,665,917,380, reflects a growing desire to develop a legitimate village business through BUMDes by Village Regulations (PERDes); this is consistent with the priority utilization of Village Fund in 2022, which focuses on managing and restoring the national economy as a result of the Covid-19 pandemic, because utilizing village potential by operating village businesses that generate Village Original Income (PADes) is crucial for villages, particularly when the country is experiencing a decline in economic capacity due to the pandemic. Hence, BUMDes is consistent with the National Economic Recovery (PEN) program and the eighth Sustainable Development Goal (SDG), which is equitable village economic growth.

The Minister of Home Affairs Regulation (PERMENDAGRI) No. 20/2018 on Village Financial Management governs the management of BUMDes with ADD financial sources to promote village development. Budget implementation must adhere to responsibility, transparency, and involvement principles. Recognizing the superiority of the village's products and understanding how to empower them is crucial for enhancing village wellbeing. One of the suggestions provided by the Regional Finance and Development Supervisory Agency (BPKP) (bpkp\_id, 2022) is to improve accountability governance to achieve local autonomy. Consistent with research (Amerieska et al., 2021; Rindi et al., 2019), accountability must be implemented in the management of BUMDes to retain public trust and prevent fraudulent conduct, considering that BUMDes is also responsible for managing village assets.

The increase in misappropriation, fraud, and corruption in village finances is the primary reason for focusing more on village financial management, such as the alleged corruption of village money in one of the villages in the Sekadau Regency of West Kalimantan. Under Law No. 31/1999 on the Elimination of Corruption, the previous local head and head of the village government affairs division of one of the villages in Sekadau Regency were identified as suspects in the suspected misappropriation of village funds totaling Rp. 260 million (regional.kompas.com, 2023). In every village in Indonesia, it has always been necessary to implement transparency in using village funds.

Community participation is the direct or indirect participation of the community in village government activities at several phases of village public decision-making throughout the planning, implementation, and supervising of village policies that affect their lives (Nestiti

et al., 2022). For the effectiveness of the policy and the prevention of village fund fraud, the community must be involved in all phases of the implementation process. (Ardelia & Handayani, 2022; Nestiti et al., 2022) According to their research, participation in the community has a positive and significant effect on community welfare.

BUMDes is a community-led initiative to boost village revenue, included in the Village Original Income (PADes). PADes are receipts from various attempts by the village authority to raise funds for financing routine/development activities (sirusa.bps.go.id, 2022).

Saemaul Undong (New Community Movement) is the concept of learning and reflecting on the concept of village development that Korea successfully implemented in 1970. It is also known as the new community movement (Jwa 2018). This movement focuses on enhancing undeveloped villages as a result of disparities in urban and rural development by enhancing basic living conditions and the environment, followed by the construction of village infrastructure and industries to boost household income in villages. This movement has proven successful in establishing village independence; thus, it received appreciation in Memory of the World from UNESCO Juni 2013 (Saemaul et al. 2012). (Republic of Korea archives, 2012) An important concept of this movement is the encouragement of cooperation and self-help / active community engagement; the potential of BUMDes is not optimal if social participation levels are low (Arifin et al. 2020).

BUMDes employs a Social Enterprise model in which it operates a for-profit corporation focusing on social concerns. A social enterprise is a business that trades to address social and environmental challenges and reinvests the majority of its profits into its social mission (British Council, 2020). The social enterprise serves social interests by operating a profit-oriented business according to market mechanisms.

Village Development is one of the regional government's priorities in the province of West Kalimantan. This political policy has become one of the West Kalimantan Provincial Government's priority programs due to its commitment to accelerate village development in West Kalimantan, which has reached 0% status of Very Disadvantaged Villages and has been recognized by the Minister of Villages, Development of Disadvantaged Regions, and Transmigration (adpim. provkalbar, 2023). Paya Kumang Village achieved third place in the Regional Village and Village Competition (Kalimantan and Sulawesi) in 2022 due to the invention and growth of several business units in BUMDes Karya Mandiri Lestari, which increased village revenue to be channeled into social programs (dinaspmdkalbar, 2022). This study aims to comprehend the application of the principles of accountability, transparency, and participation in BUMDes Karya Mandiri Lestari management in Paya Kumang Village, Ketapang Regency, West Kalimantan Province.

## 2. METHODS

This study employed a qualitative method and a phenomenological approach. Phenomenology departed from a subjectivist perspective that examines the appearance of an object and the significance of each symptom (Kuswarno, 2009). Phenomenology teaches each individual to interact with and learn more about reality as a phenomenon. Phenomenology is evolving as a fundamental study method that reveals the distinctive experiences of society's members (Wita & Mursal, 2022). This research data was collected through interviews with BUMDes operational activity-related informants, including Mr Hadi

Supratman (Village Chief) and Mr Junarto (BUMDes Supervisor). Mr Gunawan (Director of BUMDes), Ms Siti Zulaekah (Secretary of BUMDes), and Ms Herlina Sari (BUMDes Treasurer). An interactive model was used to analyze data, which included data collection, reduction, display, and conclusion drawing. (Miles et al., 2014).

### 3. RESULTS AND DISCUSSION

Paya' Kumang Village was established in 2003 under Ketapang Regent Decree No. 333 of 2003 (JDIH Kalbar, 2003), including a highly young village in Ketapang Regency. In 2019, it was designated as an independent village (payakkumang.id, 2022). Paya Kumang Village is one of the villages in Delta Pawan sub-district with an area of 2.16 km<sup>2</sup>. The subdistrict of Delta Pawan consists of nine villages, the largest of which is Sukaharja Village, with an area of 23.08 km<sup>2</sup>, and the smallest is Paya Kumang Village, with an area of 2.20 km<sup>2</sup>. At 3,022 persons per square kilometer, Paya Kumang Village has the most excellent population density (payakkumang.id, 2022). Mr HS, in his capacity as local head, provided a brief village history:

*"Our previous elders took the initiative to separate this hamlet into a village, resulting in the realization of this paya kumang village in 2003. As we know, the name paya kumang has a meaning: paya means swamp, kumang means less attention, like a stepchild, so it is not too glanced at, not interesting, and unnoticed; therefore, it is called paya kumang because it was still a swamp. With the establishment of this village in 2003 by our predecessors, they took the initiative that the village must be independent, meaning that even though the central government program has no direction there, the movement of the progress of a village requires innovation, so the paya kumang village market was pioneered by the elders "*

It was conveyed that Paya Kumang Village does not have the potential for Natural Resources (SDA) to become a source of income for PADes; until 2022, six innovative business units will be established and operated, including (1) Refillable Gallon Water Depot Business Unit, (2) Bottled Mineral Water Business Unit, (3) Afternoon Market Management Business Unit, (4) Cable TV Business Unit, and (5) Cattle Fattening Business Unit.

#### Initial Capital of BUMDes

Capital participation derives from the Village Fund Allocation, which the BUMDes manage. Regarding capital participation, it is regulated in Paya Kumang Village Regulation Number 05 of 2019 concerning Capital Participation of the Paya Kumang Village Government in the Karya Mandiri Lestari Village-Owned Business Entity (Paya Kumang Village Gazette 2018 Number 3), conveyed by Mr G as the Head of the Village Consultative Body (BPD) and BUMDes:

*"This comes from the village fund that is distributed directly to the Bumdes; the Bumdes administer it directly."*

It is clarified by the informant (Hadi Supratman):

*"Village funds were the sole source in 2018, 2019, and nearly the following two years."*

This is under the Village Regulation, which specifies the capital participation of the Paya Kumang Village Government in the Karya Mandiri Lestari Village-Owned Enterprise in Chapter 1 General Provisions Article 1 point (4). "Village-Owned Enterprises, hereafter referred to as BUMDesa, are business entities whose capital comes entirely or primarily from separated village assets to manage assets, services, and other businesses for the greatest welfare of the village community." The amount of capital involvement in Chapter IV corresponds to the amount and resources specified in Article 4: "The amount of capital participation of the Paya Kumang Village government in Village-Owned Businesses Karya Mandiri Lestari referred to in Article 2 is Rp 347,390,000." (Three Hundred Forty Million Three Hundred Ninety Thousand Rupiah). In addition, article 5 states that Village APB is the source of the capital investment funds referred to in article 4 for fiscal year 2019. Hence, it is evident that the first source of capital is the APBDes (Pemerintah Desa Paya Kumang, 2021).

Accountability: Reporting Mechanisms and Financial Accountability and Accounting Treatment

In terms of exploring how the reporting mechanism and financial accountability of BUMDes is a vital part of realizing accountability and avoiding corruption, Mr Gunawan stated as director:

*"For the time being, we report to the village administration; therefore, every month we have a report to demonstrate that there are impediments; we report directly to the village or the local head"*

The segment on reporting mechanisms concludes that operational managers report monthly to the Village Head, the Village Government's foremost advisor and leader. The Head of BPD, who is also the Supervisor of BUMDes and the Village Government, is under (Fajri et al., 2014) in that Accountability is considered an obligation to submit Accountability for fund management that is compiled monthly and subsequently summarised in an annual accountability report that is compiled at the end of each year. The report is then submitted to stakeholders. As described by the informant (Herlina Sari), daily income and expenditures are documented as follows:

*"The recording method is based on how much gas arrives per day and how many gallons are supplied per week, even though the gas sometimes arrives late on Tuesdays, Thursdays, and Saturdays. It is recorded daily for water and annually for market rent. Due to animal ailments, cattle fattening is not being conducted"*

In addition, the operational manager prepares and submits the reporting mechanism under Government Regulation No. 11 of 2021, which states that the BUMDes manager is responsible for reporting the results of business management to the Village Head, who then

reports the BUMDes manager accountability to the supervisor, namely the BPD, through monthly meetings and village deliberations. BUMDes reporting is sent to community leaders, BUMDes business unit employees, the Community and Village Empowerment Office as coaches, and students as researchers who require data as research material.

The informant (Hadi Supratman) explained as follows:

*"With our current stakeholders, we send annual reports to the head of the hamlet, representatives of community leaders, and religious leaders for the annual and monthly report of the village unit business entity, so they know our profit, profit, and account balance."*

The availability of auxiliary cash books and routine recording of transactions by administrators, as well as the availability of general cash books and delivery to the community, are regarded as complete and straightforward; profit and loss reports, PADes deposit reports, and compensation fund reports are included in annual reports to the village head, head of BPD, and community.

Regarding the punctuality of BUMDes's financial reporting, the informant (Hadi Supratman) confirmed:

*"It has been implemented sir, they give monthly reports at the beginning of each month."*

In addition, as supervisor and informant, the Head of BPD (Junarto) explained:

*"Sometimes the delivery of payments is late, such as paying market rent or paying for cable TV, and it becomes a question for the BPD. Afterward, the reports submitted to the management of the bumdes are discussed at an internal BPD meeting."*

Contradicts the statement made by the informant (Siti Zulaekah), as follows:

*"Not yet, adjusting to the conditions because they cannot also deposit it. The findings cannot be on time, market revenue outcomes. The findings of glass water revenue and others are not necessarily on time "[pause] "no later than the 10th of the subsequent month" "*

Financial statements have been submitted on time by the operational manager, with a delay tolerance of no more than the 10th of the following month, taking into account late payments in several business units, such as market rental deposits, cable TV subscription payments from customers, and income deposits from refill water. The secretary of BUMDes always submits reports at the beginning of the month.

In the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration (PERMENDES) No. 3 of 2021 regarding Registration, Data Collection and Ranking, Development and Development, and Procurement of Goods and/or Services of Village-Owned Enterprises/Joint Village-Owned Enterprises. In the regulation published by the Minister of Village, PDDT provides a comprehensive financial reporting format for BUMDes to facilitate the accountability and transparency of BUMDes managers. Although the framework has been supplied, the local government and relevant OPD (regional DPMD) must provide help and technical guidance to the operational management of BUMDes, particularly the Secretary and treasurer who are responsible for it.

Explained by the Informant (Gunawan) regarding his understanding of the financial statement format applied to BUMDes Karya Mandiri Lestari:

*"Reports usually use data on income and expenditure, purchase of equipment and vehicles."*

The informant (Siti Zulaekah) as Secretary of BUMDes explained:

*"No, because the reporting adapts to the business unit, and if you utilize it, it can be challenging because the format does not correspond to every unit in this business."*

Due to limited experience, the operational managers of BUMDes do not have a sufficient understanding of financial recording/accounting practices to present financial reports under the reporting format specifically prepared and regulated by Permendes Number 3 of 2021 concerning Registration, Data Collection and Ranking, Development and Development, and Procurement of Goods and/or Services of Village-Owned Enterprises / Village-Owned Business Entities (HR). According to a (Firdaus & Faisol, 2020) his study, the creation of financial reports at BUMDes Kampung Batik consisted of merely presenting and reporting supplementary bank books and general cash books. The compilation of financial statements only prioritizes the report's readability so that readers can easily comprehend and understand it. According to SAK ETAP, transactions such as assets, inventories, and expenses have yet to be presented appropriately.

Regarding the social objectives of BUMDes, other expenses are recognized as social funds that are issued and used for the benefit of the community, such as disaster victims, medical expenses, and social interests, because they have no economic value and are expenditures outside of BUMDes's primary operations. Presented by the informant (Junarto):

*"We took the initiative of Bumdes together with this village to issue this social fund to the al Ghufron foundation so that there is cooperation with the community, we are proving that there is cooperation with the community, and then we have results, the important thing is that this BUMDes every month is not minus even if there is a small profit, at least it is sufficient to increase capital, so we adjusted it if, for social funds, the foundation was 2 million, it is 2 million if now we reduce because there is a decrease in the gas every month it must be*

*every week it is 500 now only 300/350. Then, there is also a fund for compensation for the sick and the deceased, so if the sick or the deceased do not need to be provided every month, but only in the event of a natural disaster, the phrase is that for the foundation, we strive to take the initiative every month. However, for the time being, in the past, there was a fund every month, if now it is once every three months, but the total remains the same, we must issue it from the village social fund; we first make the pad so that the village bum can record the expenses so they can enter the PADes, and then we issue it. However, we have particular notes for it (social funds)."*

In addition to being a form of social responsibility of BUMDes Karya Mandiri in accordance with the vision of BUMDes, which is to realize the welfare of the people of Paya Kumang Village through the development of productive economic businesses and basic social services, the use of social funds is recognized as a promotional strategy so that BUMDes Karya Mandiri Lestari is known by the broader community so that in addition to benefiting the recipients of social funds, the broader community will. It indirectly builds a positive reputation such that BUMDes Karya Mandiri Lestari is more known and has a positive reputation in the community. In addition to being a form of social responsibility from BUMDes Karya Mandiri under the BUMDes vision, namely realizing the welfare of the Paya Kumang Village community through the development of productive economic businesses and essential social services, the utilization of social funds is recognized as a promotional strategy so that the broader community knows BUMDes Karya Mandiri Lestari. The informant (Siti Zulaekah) explained:

*[displaying the compensation report] "PADes paya kumag village" "What is written here? Printed on the deposit slip is "PADes paya kumang; we deposited social funds into non-operational expenses; each compensation is described in detail."*

The conclusion is that the expenditure of social funds is accurately recorded, there is a change in the mechanism for the expenditure of social funds by first including it in the deposit to PADes, and then the social funds are issued through PADes, as opposed to being issued directly by BUMDes, and the mechanism for the expenditure of social funds has changed.

Transparency: Ease of Access to Information, Internal Control Role, and Complaint Mechanism

Transparency refers to the availability and accessibility of organisation-related information to relevant stakeholders (Rambu Ana & Ga, 2021). BUMDes administration must give the community complete transparency regarding all activities (Titania & Utami, 2021). According to the informant (Gunawan), the ease of access to BUMDes information is as follows:

*"We have special applications and village groups so that even the village community can access the finances or income or development of the bumdes; it*



*appears to have expanded to the community as well, so we do not have a term that is covered by the community through the bumdes group, what is app group?"*

The informant (Hadi Supratman) clarified:

*"Well, the first thing we might open up is through the media of the village website, then we also have a village-owned Videotron at the boundary of the Paya Kumang village and Sampit village, so we budget for the use of the budget there, then we are also open to the community to come here because, in several places in the forum, we have told the community that if they hear bad news, they should not clarify it with the person who conveyed the information, but instead come directly to"*

The purpose of the village website and village Videotron is to provide access to Paya Kumang Village-related information. You can directly approach the Paya Kumang Village Government office if you require information or data.

According to an informant (Junarto) who is active in supervision:

*"We have good cooperation with the bumdesnye units, which allows us to go directly to the field to ask the Bumdesnye business unit and the bumdes unit managers as the primary management and for reporting to the Bpd must be required to submit both monthly reports and then quarterly meetings, activity then annual evaluations for the development of the bumdes, so here the supervision and cooperation are between the bpd. The bumdes bumdes management, and the bumdes manage".*

Supervisors interpret openness with BPD visits as supervisors routinely in business units.

The conclusion is that openness is interpreted as the availability of a village website, village Videotron, infographics of DD utilization on the village information board, and the openness of BUMDes and PEMDes Paya Kumang to the community; if they need information, they can directly visit the PEMDes Paya Kumang office to obtain documents such as the BUMDes annual financial report.

Regarding BUMDes Internal Control, the BPD, as BUMDes's supervisor, plays a crucial role in the supervision mechanism and the realization of transparency. Although the BPD is not directly involved in BUMDes management, it plays a role in understanding and accommodating village communities' desires (Salmiah et al., 2022). In several villages, it was determined that the internal supervisory team of BUMDes needed to be established to review the management performance of the administrators before an economic enterprise gets stagnant or does not operate properly (Abidin et al., 2022). Hence, internal supervisors play an essential role in BUMDes. A source (Gunawan) explains the role of supervisors as operational administrators for BUMDes

*"Typically, they provide guidance; indeed, the phrase for this is oversight for the continuation of the bumdes. They frequently socialize with BPD and village staff, particularly the village chief. Hence, they frequently discuss tracking the progress of these bumdes, if there are difficulties, what are the solutions, how are they monitored, and whether or not there are impediments".*

According to the source (Junarto), in his function as a manager explained:

*"First, we are always there and involved in the planning of the establishment of BUMDes; second, we constantly monitor the BUMDes' trip; and third, we oversee finances and management. There are numerous aspects to financial oversight, ranging from planning activities and the village budget to the execution of activities. The third is reporting on the APBDes deployment. The achievement and evaluation of the bumdes program for the future, regardless of whether there is progress or deficiencies, is evaluated for the advancement of the bumdes".*

Mr. Hadi Supratman, in his capacity as village government leader and BUMDes advisor, communicated the following:

*"A problem is an opportunity; that is my guiding principle, so we (PEMDes) and Supervisors (BPD) accommodate aspirations and see from the problems that exist that we propose; for instance, before this LPG business unit was established, the community was noisy, constantly reporting to the village that the allocation was not obtained. From this problem, we perceived an opportunity, so we and our BPD friends and community leaders discussed the units, all of which rate from the problems we perceived as an opportunity".*

Community ambitions and concerns absorbed by PEMDes and BPD inspired the creation of creative business units within BUMDes to address community complaints. The LPG petrol business unit was established in response to community complaints over the difficulty of getting LPG petrol. The informant (Siti Zulaekah) justifies:

*"Yeah, occasionally when there is a meeting, the BPD comes down to audit, check the revenue spending, what expenses have been incurred, and how much profit there is this month."*

Concerning the internal supervisory system, the audit mechanism is guaranteed in the Perdes articles of incorporation, Chapter IV, Section 4, which provides a comprehensive supervisory mechanism beginning with the appointment and criteria of supervisors, the appointment and dismissal system, the authority and duties of supervisors, and the amount of supervisory compensation. Regarding audits, Article 23 states:

*"Supervisors are tasked with: a. Supervising the management policy and course of management of BUMDesa by operational executors, including supervision of work programs, under the Articles of Association, Decisions of the Village Deliberation, and/or provisions of laws and regulations; b. Conducting*

*investigative audits of BUM Desa financial reports; and c. Submitting reports on the results of annual audits or supervision to the Village Deliberation;..."*

Article 9 Letter W of the Articles of Association empowers the Village Deliberation to "Direct the supervisor or appoint an independent auditor to perform an investigative audit if there are indications of errors and/or negligence in the management of BUMDes." So that it becomes a guaranteed legal basis if there are suspicions of fraud or negligence in management; if an audit by an independent auditor is required, it can be conducted through the Village Deliberation.

The conclusion is that the supervision mechanism operates actively, the check and balance mechanism operates satisfactorily, and the rule of law is guaranteed by the existence of Perdes and AD / ART, which are binding and compelling (winged recht en annulled recht) for all parties, including the Village Head and the Supervisor himself. By placing village deliberations as an objective basis for carrying out the balance function, the transparency of the supervision mechanism is also a form of accountability. According to research (Widyawati et al., 2019) , the internal control system has a favorable and significant impact on preventing fraud in BUMDes management. . (Sudariani & Yudiantara, 2021) Their research revealed that the lower the incidence of accounting fraud in managing BUMDes money, the greater the effectiveness of internal control.

Participative: Community Involvement in the Establishment and Development of BUMDes

To add clarification to explore how community involvement in the development of BUMDes from the establishment to the current BUMdes by considering the importance of openness and community participation in village policies (in this case the management of BUMDes)the informant (Hadi Supratman) described a brief flashback surrounding the founding and establishment of BUMDes :

*"After we were inaugurated, we started to improve the first one, maybe in the internal village government itself, then we strengthened the stakeholders in the lkd lkd in the paya Kumang village area, then in 2018 we started to gather community leaders; our religious leaders gathered to discuss the future of Paya Kumang will become an independent village with us creating business units as one opening up jobs and the second as the village's original income so we cannot hop from one village to another." [laughs] "the allocation of village money, we are at least 50 percent prepared for this village to exist on income from this BUMDes."*

The concept of building a BUMDes through discourse is open and transparent. For the village to be economically self-sufficient, it prioritizes community engagement and aims to establish village independence. Gunawan, the informant, justifies:

*"They deliberated at the outset of the development of the BUMDes, the BPD, the village government, and several community leaders.*

The establishment and initial formation of BUMDes Karya Mandiri Lestari were the results of village deliberations between Village Officials, community leaders, religious leaders, BPD, Karang Taruna, Village Community Institutions (LKD), Community and Village Empowerment Offices, Sub-districts, which were then contained in the AD/ART and Perdes as a legal basis that had been agreed upon by BPD and community leaders. In addition to having clear bylaws, Perdes also satisfies the regulatory pillar. The conclusion of the establishment and formation of BUMDes Karya Mandiri Lestari involves community participation and satisfies one of the Participatory principles' essential aspects.

#### 4. CONCLUSION

This study found that the initial capital contribution of BUMDes was sourced from village funds, that BUMDes financial reports are regularly submitted to the village head, head of BPD, and the community, that BUMDes operational managers do not understand the accounting treatment of BUMDes financial statements based on Permendes No. 3 of 2021 due to limited competence, that expenditures in the form of social funds are recorded and reported in the BUMDes annual report, and that the principal of the BUMDes BPD, as an internal supervisor, inspects and supervises the establishment, management, and accountability of BUMDes under the ordinances, and the principle of openness in BUMDes management has been applied. In developing and forming BUMDes, the community actively participates through consensus deliberation, implementing the participatory concept.

For local governments and related OPDs, especially for the Community and Village Empowerment Office of West Kalimantan Province to provide competency-based training for BUMDes managers to have qualified abilities in managing BUMDes to develop and run well, especially to answer the challenges of preparing financial statements and accounting skills to record and make better financial statements to BUMDes It can be said to be accountable and transparent. In general, BUMDes need continuous assistance so that the implementation of BUMDes operations is maximized and BUMDes can develop their business and survive in commercial business competition (sustainable)

For the local government and related OPDs, particularly the Community and Village Empowerment Office of West Kalimantan Province, to provide competency-based training for BUMDes managers to have qualified abilities in managing BUMDes so that they are more developed and run well, particularly to address the challenges of preparing financial reports and accounting skills to record and make better financial reports until BUMDes can be considered accountable and transparent. In general, BUMDes requires ongoing support so that the implementation of BUMDes operations can be maximized and BUMDes can build its business and thrive in commercial business rivalry (sustainable)

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