

Development of Strategic Management and Accounting Implementation at Village-Owned Enterprises Regard to Using Former Mining Land

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ABSTRACT

This study aims to delve into the development of strategic management and financial implementation at Village-Owned Enterprises regard to using former mining land that must be managed for productivity in order to increase revenue villages and accounting procedures must be put in place to make financial reporting easier and of higher quality. Employing a qualitative method with a phenomenological approach and gathering data through literature analysis, direct observations, and intensive interviews. The site research in this study is at Village-Owned Enterprises Manunggal Dadi Mulyo in Kwadungan Gunung, Kledung, Temanggung, Central Java. The results of this study are: (1) The most suitable alternative strategies to be developed for Village-Owned Enterprises Manunggal Dadi Mulyo includes development and promotion strategies; and (2) Village-Owned Enterprises Manunggal Dadi Mulyo has not implemented accounting practices yet in accordance with the applicable accounting standards. This problem arises because of limited financial literacy of the Village-Owned Enterprises management regarding the importance of financial reporting.

Keywords: Financial Report, Former Mining Land, Strategic Management, Village-Owned Enterprises

INTRODUCTION

Indonesia is acknowledged for possessing substantial mineral reserves (Budiarmo & Zuhri, 2019). Given its considerable potential, mining has evolved into a pivotal sector in Indonesia's economic expansion, capable of propelling the nation's economic trajectory. Conversely, inadequate mining practices have the potential to induce environmental imbalances. According to data derived from the inventory and identification of open-access land indicators via satellite imagery, it becomes evident that approximately 6,000 hectares of open-access land demand the government's scrutiny for restorative measures. These abandoned mining areas, neglected by individuals lacking proper permits, underscore the significance of focused governmental attention.

Environmental devastation, as defined by Law No. 23 of 1997 on Environmental Management, encompasses any action that results in direct or indirect alterations to the environment (Audit Board of Indonesia, 1997). Mandated by Law No. 32 of 2009, the government is obligated to execute environmental rehabilitation initiatives. To ensure the safety and productivity of the land, restoration efforts are imperative (Audit Board of Indonesia, 2009). The Ministry of Environment and Forestry (KLHK), through the Directorate General of Pollution Control and Environmental Damage (Ditjen PPKL), aims to undertake the rehabilitation of more than 427.5 hectares of open-access land previously utilized for unauthorized small-scale mining activities. In its initial phase, Ditjen PPKL is orchestrating the restoration of compromised open-access land in collaboration with the Environmental and Forestry Agencies of provinces across Indonesia and 11 prioritized district-level Environmental and Forestry Agencies.

Kwadungan Gunung stands as one of the villages in Temanggung regency, characterized by the presence of abandoned sandstone mining conducted illicitly and negligently. In order to preserve the land's productivity, carrying capacity, and its role as a vital life support system, endeavors must be undertaken to enhance its quality. As delineated in the Temanggung Regency Spatial Pattern Map, the land within Kwadungan Gunung village is situated in a protected area. Consequently, endeavors in environmental protection and management in this locality are directed towards the restoration of its stipulated function, specifically as a protective zone conducive to augmenting land productivity through the implementation of agroforestry planting patterns. This involves the synergistic integration of protective flora with productive plantations, along with the promotion of natural tourism.

The effective post-recovery management of formerly mined land emerges as a pivotal determinant for the overall success of the restoration process. Managerial competencies, particularly in areas such as finance and marketing, are imperative for those overseeing the rehabilitated land. Consequently, the establishment of a post-recovery institution becomes essential to judiciously administer the rejuvenated former mining area, ensuring its tangible benefits for the community of Kwadungan Gunung village. The involvement of a suitable institution in management endeavors is anticipated to enhance communal well-being and foster increased community engagement in the stewardship of the post-recovery land, transforming it from a once critical asset into a successfully managed resource by the local community. Following comprehensive deliberations, the utilization of former mining land in Kwadungan Gunung village is entrusted to the Village-Owned Business Entity called Village-Owned Enterprises Manunggal Dadi Mulyo Kwadungan.

Hence, there arises a necessity for strategic management aligned with the fundamental tenets of operational and financial governance specific to Village-Owned Enterprises (Village-Owned Enterprises), as delineated in Government Regulation No. 11 of 2021 (Audit Board of Indonesia, 2021), recognizing it as a newly established legal entity in Indonesia. A systematic approach is imperative to ensure that the financial intricacies of Village-Owned Enterprises are administered in a professional manner, adhering to transparent and accountable standards, thereby forestalling instances of mismanagement and misuse that may ensue from the swift evolution of the strategic management framework. The implementation of financial reporting stands as a critical mechanism to manifest public accountability and transparency within this context. The meticulous structuring of Village-Owned Enterprises' financial management is essential, encompassing a comprehensive consideration of all operational facets, with the overarching objective of achieving this mandate. Upon the establishment of Village-Owned Enterprises, several financial management procedures need to be implemented through accounting practices. As a form of accountability, Village-Owned Enterprises is obligated to prepare periodic reports in accordance with the guidelines for financial report preparation outlined in the Minister of Village, Development of Disadvantaged Regions, and Transmigration of Indonesia's Regulation No. 136 of 2022 (2022).

Therefore, further research related to the development of strategic management and accounting implementation is necessary. Based on the elaboration above, it is intriguing for researchers to explore how the utilization of former mining land, currently undertaken by Village-Owned Enterprises, contributes to the efforts to enhance community well-being and the Village's Original Revenue (PADes) in Kwadungan Gunung village.

LITERATURE REVIEW

As delineated by Pearce and Robinson (2014), strategic management constitutes an expansive and protracted planning process, fostering effective collaboration within organizations while optimizing the attainment of both practical and strategic objectives. The application of strategic management aims to establish a lasting direction, facilitate the integration of policies, enhance the effectiveness of performance, implement, and assess agreed-upon strategies efficiently, devise new strategies in response to changes in the external environment, assess strengths and weaknesses through regular reviews, identify opportunities and threats, and innovate products and services to maintain a favorable position in the market (Lainawa, Lumy, & Kalangi, 2022). Hunger and Wheelen (2012) characterize strategic management as a series of managerial decisions and actions that shape a company's long-term performance. According to Yunus (2016), strategic management embodies a process or sequence of fundamental and comprehensive decision-making activities, complemented by the determination of implementation methods. These are formulated by leaders and executed at all organizational levels to achieve specific goals. In the terminology of David (2011), strategic management is the knowledge domain encompassing strategy formulation, implementation, and evaluation with the aim of realizing organizational goals. Strategic management offers numerous advantages by preventing both internal and external issues, enhancing the company's capacity to address and manage challenges, minimizing resistance to change, and enabling more efficient and effective execution of operational activities (Kalangi, Lainawa, & Rintjap, 2022).

In accordance with Ministerial Decree of Energy and Mineral Resources of Indonesia No. 77 of 2022 regarding the National Policy on Minerals and Coal, artisanal mining is defined as an activity conducted by local communities in a traditional and simple manner, on a small scale. The areas of former artisanal mining are left abandoned without environmental restoration, subsequently becoming accessible land for various activities

that have the potential to diminish land functions, posing the potential for environmental damage and pollution. Ministerial Regulation of the Environment and Forestry No. P.18/MENLHK-II/2015 concerning the Organization and Work Procedures of the Ministry of Environment and Forestry in Articles 745 and 746 assigns tasks to the Directorate of PKL to formulate and implement policies, provide technical guidance, and evaluate technical guidance in the field of restoration of open-access land damage (Peraturan.go.id, 2015).

Pursuant to Law No. 6 of 2014, Village-Owned Enterprises constitute business entities established by the village government, wherein both capital ownership and management are executed by the village government and the local community (Audit Board of Indonesia, 2014). Government Regulation No. 11 of 2021 explicitly defines Village-Owned Enterprises as a legal entity instituted by the village, either independently or in collaboration with the village, aimed at managing businesses, leveraging assets, fostering investments and productivity, providing services, and/or engaging in other business initiatives to enhance the welfare of the rural community (Audit Board of Indonesia, 2021). Since the enactment of Law No. 32 of 2004, Village-Owned Enterprises has been mandated to augment both community and village income. The establishment of Village-Owned Enterprises by the village government is contingent upon the specific needs and potentialities of the village (Audit Board of Indonesia, 2004).

Accounting constitutes a field that encapsulates the cognitive processes of individuals, yielding a conceptual framework of principles, standards, assumptions, techniques, and procedures that serve as the foundation for financial reporting. Financial reporting is expected to be precise, accountable, and encompass information pertinent for decision-making by its stakeholders (Sinaga, 2016). According to Hery (2017), accounting is a form of accountability. Rudianto (2012) defines accounting as an information system generating financial information for stakeholders concerning a company's economic activities and conditions. Village-Owned Enterprises, being a legal entity, is obligated to present its financial status in compliance with Government Regulation No. 11 of 2021 (Audit Board of Indonesia, 2021). In this context, the financial statements of Village-Owned Enterprises are meticulously prepared, guided by the Minister of Village, Development of Disadvantaged Regions, and Transmigration of Indonesia (2022) Regulation No. 136 of 2022 regarding Guidelines for the Preparation of Financial Statements for Village-Owned Enterprises. The creation of Village-Owned Enterprises is mandated by Law No. 32 of 2004, aimed at increasing community and village income (Audit Board of Indonesia, 2004). The village government may establish Village-Owned Enterprises in accordance with the requirements and potential of the village. These regulations emphasize the role of Village-Owned Enterprises in managing businesses, utilizing assets, increasing productivity and investments, offering services, and providing other business ventures for the benefit of the rural community. The financial reporting obligations underscore the importance of accurate and transparent reporting, aligning with accounting principles to meet the informational needs of stakeholders for effective decision-making.

RESEARCH METHOD

The methodology employed in this study is qualitative research utilizing a phenomenological approach. Qualitative research is a method intended to collect and analyze data in a non-numerical form, typically acquired through structured inquiries (Sekaran & Bougie, 2017). The research location is defined as the place or social setting characterized by elements such as actors, places, and observable activities (Sekaran, & Bougie, 2017).

This study is conducted in the village of Kwadungan Gunung, Kledung Subdistrict, Temanggung regency as it represents an area with former mining land. In accordance with the identified issues, the researcher designates the research site at the Village-Owned Business Entity Manunggal Dadi Mulyo Kwadungan.

This research leverages two types of data: primary data and secondary data. Primary data, as defined by Sekaran and Bougie (2017), refers to data or information collected for research obtained from actual occurrences. The collection of primary data relies on two principal pillars: observation and stakeholder interviews in Kwadungan Gunung village. Secondary data, according to Sekaran and Bougie (2017), refers to data or information collected from existing or prior sources. The secondary data utilized in this study include the Detail Engineering Design (DED) and internet sources.

The data analysis technique employed in this study is descriptive analysis, a method used to depict or analyze research findings (Sugiyono, 2009). The steps for analyzing the data, utilizing the interactive model proposed by Miles and Huberman (1992), are as follows: (1) Data reduction; (2) Data display; and (3) Conclusion drawing. Triangulation testing in this research employs the triangulation method technique. Triangulation testing is defined as a technique that amalgamates various data collection methods and sources (Sugiyono, 2009).

The formulation of strategy encompasses defining the organizational mission, establishing objectives, developing strategies, and setting policy guidelines (Hunger & Wheelen, 2012). The systematic implementation of strategy formulation is divided into five stages, as follows: (1) Identifying master plan ownership; (2) Evaluating the vision, mission, objectives, and goals; (3) Analyzing the environment using SWOT analysis; and (4) Formulating strategies. The qualitative research method is also employed to analyze the conformity of the accounting practices conducted by the Village-Owned Business Entity (Village-Owned Enterprises) Manunggal Dadi Mulyo in Kwadungan Gunung Village with the generally accepted accounting principles and its compliance with existing regulations.

RESULTS

Overview

Kwadungan Gunung village is one of the villages in the Kledung subdistrict of Temanggung regency, with a total land area of 10.93 hectares. Demographically, Kwadungan Gunung village has a population of 2,385 individuals, comprising 1,172 males and 1,213 females. Since 2007, the local community has engaged in innovative Arabica coffee cultivation. Specifically, the village is situated between two mountains, mount Sumbing in Temanggung regency and mount Sindoro in Wonosobo regency. The general condition of Kwadungan Gunung village in the Kledung subdistrict is demarcated by administrative boundaries as follows.

Table 1. Administrative Boundaries

Boundary	Adjacent Area
North	Jeketro Village, Kledung Subdistrict
East	Kwadungan Jurang Village, Kledung Subdistrict
South	Kruwisan Village, Kledung Subdistrict
West	Tlahab Village, Kledung Subdistrict

Source: Detail Engineering Design (DED), 2021.

Ownership of Capital

The ownership of capital within the Village-Owned Business Entity Manunggal Dadi Mulyo is sourced from the Provincial Treasury of Central Java, totaling Rp 20.000.000,- in fiscal year 2020. In the ongoing fiscal year 2023, Village-Owned Enterprises Manunggal Dadi Mulyo has secured an additional capital injection of Rp 40.000.000,- from the Village Budget of Kwadungan Gunung village. It is anticipated that this funding will be allocated proportionately to each business unit within Village-Owned Enterprises.

Business Units

Village-Owned Enterprises was established through Village Deliberations and has obtained a Legal Entity Registration Certificate from the Ministry of Law and Human Rights (Kemenkumham), issued on July 7, 2022, with Registration No. AHU-05250.AH.01.33.2022. Village-Owned Enterprises Manunggal Dadi Mulyo currently manages several business units, including but not limited to as follows.

Nature Tourism Business Unit - Sedadap

The Nature Tourism Business Unit, Sedadap, collaborates with Perhutani. Despite a hiatus of over four years due to road improvement work leading to Sedadap, causing a decline in visitor numbers, this business unit has yet to significantly contribute to the revenue of Village-Owned Enterprises. Nevertheless, it is retained due to its potential for the village, and there are plans to reactivate it starting in November.

Service Business Unit

The Outdoor Equipment Rental Service is a development stemming from the management of Sedadap Nature Tourism by Village-Owned Enterprises Manunggal Dadi Mulyo, which has been evolving continuously. However, it faces challenges such as lost equipment and economic depreciation.

Trading Business Unit

Village-Owned Enterprises Manunggal Dadi Mulyo has successfully expanded into the trade of basic necessities through a grocery store after receiving capital reinforcement from the Provincial Treasury of Central Java in 2020. However, there is uncertainty about the precise financial management development to date, as there have been no financial reports submitted to Village-Owned Enterprises. In this context, Village-Owned Enterprises is involved in capital strengthening, while the store's management is entrusted to the Madrasah Youth.

Samsat Budiman Business Unit

The Samsat Budiman Business Unit (Village-Owned Enterprises Digital Mandiri) collaborates with the Regional Revenue Management Unit of Temanggung Regency. Established in June 2023, the business unit has not commenced operations due to delays in the disbursement of funds to Village-Owned Enterprises. It awaits the procurement of equipment such as laptops and printers for an imminent launch. The existence of Samsat Budiman is expected to simplify annual tax payments for taxpayers, enhancing community tax compliance and empowering Village-Owned Enterprises to improve community welfare.

Pamsimas Business Unit

The Pamsimas Business Unit has been operational for several months, funded by customer contributions. However, financial reporting has not been submitted to Village-Owned Enterprises due to separate management, distinct from Village-Owned Enterprises.

Agroforestry Kwadungan Gunung Business Unit

The Agroforestry area in Kwadungan Gunung has vast potential to become a distinctive cultural and agritourism destination, combining local Javanese cultural wisdom and fruit agrotourism. This business unit is set to commence operations in 2023 after the institutionalization of Village-Owned Enterprises following the restoration of former mining land. Consequently, it has not yet made a substantial contribution to Village-Owned Enterprises's revenue as the capital injection from village budget will only be allocated to each unit at the year's end. Nevertheless, the business unit will initiate small-scale events to stimulate economic activity in the region.

DISCUSSION

Results of the Strategic Management Evaluation of Village-Owned Enterprise

Based on the observations conducted by the researcher, it is evident that the village potential managed by Village-Owned Enterprises Manunggal Dadi Mulyo is substantial. Through interviews with stakeholders, the researcher posed a series of questions to key informants. The development of strategic management in the utilization of former mining land undertaken by Village-Owned Enterprises employs the approach formulated by David (2011), focusing on the strategic formulation stage within the scope of this research. The strategic formulation process encompasses defining the vision and mission, identifying various opportunities, generating, and creating strategic alternatives, and selecting specific strategies that can be pursued and set as organizational objectives. The identification of external threats is an integral aspect within this process. Organization also includes in the strategic formulation process, determining internal strengths and weaknesses, and establishing long-term objectives.

Identifying Master Plan Ownership

Based on field observations, Village-Owned Enterprises Manunggal Dadi Mulyo does not currently possess a master plan. In this context, the master plan serves as a business analysis tool, subsequently used as a reference in cost estimations (RAB), enabling Village-Owned Enterprises Manunggal Dadi Mulyo to determine the detailed capital required. A well-crafted master plan will lead to operational ease for all Village-Owned Enterprises Manunggal Dadi Mulyo administrators, fostering tangible productivity.

Evaluating Vision, Mission, Objectives, and Targets

Observations in the field indicate that the vision and mission of Village-Owned Enterprises Manunggal Dadi Mulyo generally align with the current situational conditions and existing village potential. However, in mid-2022, it was determined that Agroforestry Kwadungan Gunung would be managed by Village-Owned Enterprises Manunggal Dadi Mulyo, whereas previously, this attraction was not part of the Village-Owned Enterprises planning. Considering the primary focus of Village-Owned Enterprises Manunggal Dadi Mulyo on community welfare and the enhancement of Village Original Revenue (PADes), the objectives and targets of Village-Owned Enterprises Manunggal Dadi Mulyo are still inadequately mapped. Clearly defined objectives and targets provide direction, and it is imperative for all Village-Owned Enterprises entities to establish them.

Analyzing the Environment Using SWOT Analysis

Based on interviews, supplemented by additional supporting data, the researcher analyzes internal factors identified as strengths and weaknesses for the development of Village-Owned Enterprises Manunggal Dadi Mulyo.

Table 2. Internal Factor Analysis

Internal Factor	Strength	Weakness
Human Resources	Supported by personnel from the village environment	Insufficient personnel
	Experienced and skilled personnel	
	Adequate level of skills and education of personnel	
Financial Status	-	Requires capital for development
Infrastructure	Utilization of village or community-owned infrastructure	Insufficient or rudimentary infrastructure
Legal Framework	Currently possesses a strong legal foundation	-

Source: Processed Primary Data (2023).

Moreover, external analysis can be identified as strengths and weaknesses, enabling the optimal utilization of opportunities to sustain and enhance the organization, while concurrently mitigating threats that may impede the development of Village-Owned Enterprises Manunggal Dadi Mulyo.

Table 3. External Factor Analysis

External Factor	Opportunity	Threats
Social Potential	Adequate community participation in Kwadungan Gunung Village	-
	Strong socialization and community activities rich in culture and tradition	
	Exploration possibilities for various traditional local cuisines	
Environmental Potential	The natural conditions in Kwadungan Gunung, flanked by Mount Sumbing and Mount Sindoro, offer scenic views and a natural atmosphere.	Presence of other tourist destinations around the Temanggung Region
	The geographical location of Kwadungan Gunung along a national road connecting Yogyakarta, Wonosobo, and Purwokerto, and being situated between two national tourist destinations, Dieng, and Borobudur.	-
Cultural Potential	Strong cultural presence in Kwadungan Gunung, reflected in the various art groups owned by each Neighborhood Unit (RT)	-
	Existence of archaeological sites known to a wider audience	
Economic Potential	Tobacco is a leading commodity due to its significant contribution to farmers' income	-

Source: Processed Primary Data (2023).

Formulation of Strategies

Based on the internal and external factor analyses conducted by the researcher, five strengths, three weaknesses, eight opportunities, and one threat were identified for the development of Village-Owned Enterprises Manunggal Dadi Mulyo. This analysis further yielded nine strategic formulations used to achieve the vision and mission of Village-Owned Enterprises Manunggal Dadi Mulyo, aiming to enhance village income. The matrix generated four possible alternative strategy cells, namely S-O strategy, W-O strategy, W-T strategy, and S-T strategy, which are outlined as follows.

Table 4. SWOT Matrix

	Opportunity (O)	Threats (T)
	<ol style="list-style-type: none"> 1. Community participation is quite good. 2. Strong community socialization and cultural activities. 3. Various traditional foods that can be explored. 4. The geographical location, embraced by Mount Sumbing and Mount Sindoro, offers scenic views. 5. Positioned on a national road connecting Yogyakarta, Wonosobo, and Purwokerto, flanked by two national tourist destinations, Dieng, and Borobudur. 6. The cultural richness in Kwadungan Gunung, reflected in the artistic groups owned by each neighborhood association (RT). 7. Presence of archaeological sites. 8. Tobacco as a leading commodity. 	Existence of other tourist destinations around the Temanggung region.

Strength (S)	S-O Strategy	S-T Strategy
<ol style="list-style-type: none"> 1. Supported by human resources from the local community. 2. Experienced and skilled human resources. 3. Good level of skills and education among human resources. 4. Utilization of facilities owned by the village or the community of Kwadungan Gunung. 5. Already has a strong legal foundation. 	<ol style="list-style-type: none"> 1. Develop tourism by creating attractive packages that showcase local culture and education, and establish an integrated culinary center featuring local specialties. 2. Organize art performances using local arts from each neighborhood association (RT) weekly or bi-weekly. 	<ol style="list-style-type: none"> 1. Highlight the existing artistic excellence, as not every region possesses similar artistic expressions. 2. Create an appealing icon that can become a tourism character, packaged within a narrative. 3. Develop a website for BUM Desa Manunggal Dadi Mulyo to introduce it to a wider audience.
Weakness (W)	W-O Strategy	W-T Strategy
<ol style="list-style-type: none"> 1. Lack of human resources. 2. Requires capital for development. 	<ol style="list-style-type: none"> 1. Increase human resources through training and capacity-building for BUM Desa managers to support their tasks and responsibilities. 2. Leverage existing potential through collaboration with Art Enthusiasts, Deswita, MSMEs, Pokmas, Karang Taruna, and others. 	<ol style="list-style-type: none"> 1. Develop and optimize the service functions of BUM Desa Manunggal Dadi Mulyo. 2. Strengthen BUMDes capital from APBDes or through partnerships by submitting proposals to third parties.

Source: Processed Primary Data (2023).

Results of the Accounting Implementation Evaluation of Village-Owned Enterprise

The survey initiated with a comprehensive analysis of the existing management and financial reporting conditions in Village-Owned Enterprises Manunggal Dadi Mulyo. Presently, Village-Owned Enterprises is solely engaged in transaction recording and has not yet initiated the formal preparation of financial statements for reporting purposes. The manually crafted records, facilitated through Microsoft Excel, are rudimentary, encompassing only a record of income and expenses, termed a profit and loss statement, which falls short of compliance with the relevant accounting standards. Notably, the absence of a Statement of Financial Position, Statement of Changes in Equity, Cash Flow Statement, and Notes to the Financial Statements, as mandated by the Financial Accounting Standards (SAK), is a significant shortcoming. Despite the presence of some inaccuracies, the financial records presented are generally accepted by stakeholders.

This deficiency in accounting proficiency among financial personnel is primarily responsible for the observed limitations. A significant majority of managers lack a robust background in business finance or accounting. Consequently, this deficiency is reflected in the financial statements, which are prepared only to the extent of their understanding. The absence of expectations or demands from the village, local community, or funding institutions that support their endeavors further contributes to the managers' indifference toward addressing these inadequacies.

Additionally, each Village-Owned Enterprises manager refrains from allocating funds for the acquisition of financial statement software due to perceived budgetary constraints, prioritizing other pressing expenditures such as developmental projects and procurement of essential goods. There is a lack of adequate acknowledgment within the government, specifically within the Village Empowerment Agency (DPMD), regarding the challenges faced by Village-Owned Enterprises managers. Village-Owned Enterprises has not received training in financial statement preparation from the DPMD of Temanggung Regency. Instead, Tidar University (UNTIDAR) provided training to Village-Owned Enterprises in the form of a financial application named "BukuWarung". However, the application is not in use due to its inability to meet the requirements of Village-Owned Enterprises, such as providing real-time financial reporting and facilitating the consolidation of all business units under Village-Owned Enterprises.

Therefore, the implementation of accounting needs to be promptly carried out by Village-Owned Enterprises Manunggal Dadi Mulyo, in accordance with the mandate of Government Regulation No. 11 of 2021, where financial reporting represents one of the obligations for Village-Owned Enterprises to report its financial condition (Audit Board of Indonesia, 2021). The evaluation results indicate that Village-Owned Enterprises Manunggal Dadi Mulyo, in the development of its human resources, has not adequately considered the existing cost and benefit. As a result, accounting has not been implemented in its business activities. Meanwhile, every transaction that occurs should be recorded financially as the basis for preparing financial statements when Village-Owned Enterprises is established and operational. Therefore, Village-Owned Enterprises Manunggal Dadi Mulyo must prepare financial statements at least once a year, comprising the Profit and Loss Statement and the Statement of Financial Position, following the directives of Government Regulation No. 11 of 2021 (Audit Board of Indonesia, 2021) and referring to the format specified in Ministerial Regulation No. 136 of 2022 (Minister of Village, Development of Disadvantaged Regions, and Transmigration of Indonesia, 2022) as a guide for the preparation of financial statements.

CONCLUSION

Based on the data obtained from the related research at Village-Owned Enterprises Manunggal Dadi Mulyo, Kwadungan Gunung Village, Kledung Sub-district, Temanggung Regency, it can be concluded that the strategic management conducted by Village-Owned Enterprises Manunggal Dadi Mulyo is not well-developed due to the lack of strategy formulation to achieve its vision and mission. The research results, based on David's (2011) indicators related to the initial stages of the strategic management process, specifically strategy formulation using SWOT analysis, suggest that, considering the analyzed factors, Village-Owned Enterprises Manunggal Dadi Mulyo needs to implement formulated management strategies. This implementation is crucial for the expected improvement in the well-being of the community and the increase in Village Original Income (PADes) through Agroforestry.

On the financial side, Village-Owned Enterprises Manunggal Dadi Mulyo has not implemented accounting practices in line with applicable accounting standards, referring to Ministerial Regulation No. 136 of 2022 regarding Guidelines for the Preparation of Financial Statements for Village-Owned Enterprises and Government Regulation No. 11 of 2021 concerning the Accountability of Village-Owned Enterprises. This indicates that in the development of its human resources, Village-Owned Enterprises Manunggal Dadi Mulyo has not adequately considered the existing cost and benefit.

LIMITATION

In conducting research on the Development of Strategic Management and Implementation of Accounting in Village-Owned Enterprises for the Utilization of Former Mining Lands, there are limitations faced by the researcher related to the acquisition of financial data. This is due to each business unit manager not submitting their financial records to the Director of Village-Owned Enterprises. Consequently, Village-Owned Enterprises has not obtained complete information about the financial conditions in each business unit.

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N/A

DECLARATION OF CONFLICTING INTERESTS

The authors declared no potential conflicts of interest.

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