

ANALYSIS OF VILLAGE FACILITATORS PERFORMANCES IN BONE RAYA SUB-DISTRICT OF BONE BOLANGO REGENCY

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ABSTARCT

The purposes of this research are: 1) to understand and to analyze the performances of village facilitators in implementing government policies on community empowerment; 2) to describe the inhabiting factors of village facilitators to assist the villages in Bone Raya Sub- District.

This is a descriptive research as the problem solving investigated by describing/ portraying current state of the object/subject of research based on the fact that appear as they are.

The result of research shows that: 1) the performance of village facilitators both in terms of Performances supervision in the program stages is well running in tiered with the amplifying of village government, Village Council (BPD) by socializing the latest regulation; 2) Performances Supervising, there are a lot to be addressed especially in identifying weakness of the institution, facilitators have to directly interact with the institution not based on the presence in the village meeting; 3) Village facilitators in 2020 carried out stages coordination without violating the code of ethics as facilitators in an effective team work; 4) administrative performances of the village facilitators in 2020 is good but there is a delay in sending the data report at the village level to the regency level caused by the ineffective time management to request the data to the village government; 5) the inhabiting factor village facilitators performances is the unachieved work quality because it depends on the village chief policies which doesn't comply with the regulations submitted by village facilitators. In addition, unpunctuality in facilitating the village due to the distance of residence and the number of villages that had not yet developed a good work commitment due to the frequent late signing of contracts.

Keywords: Performance, Implementation of policy, village facilitators

INTRODUCTION

Village as a government that directly in touch with the community is the main focus in a government development, this is because most of Indonesia's territory is in the rural area or villages.

The large population of village in Indonesia makes it a reference for Indonesian government to make rules regarding villages through Law Number 6

of 2014 about villages/ rural area. The law has given a very new nuance towards village government in carrying out the duty of the state [5].

After the enactment of Law Number 6 of 2014 concerning villages, the villages suddenly became so 'sexy' that can be seen by the hectic discourse around local government in public. The law is effective because it doesn't just appear but also

immediately followed by the adequate legal instruments as the basis of its implementation, accompanied with budget allocations, also the development and capacity building of village officials and is seriously supported by the local government [5].

With the issuance of Law Number 6 of 2014 about villages, indicating that the direction of the government development policies will now be updated, the village is given expanded authority to manage its own household. Thus the village is required to be able to take of its own household or in other words the village is required to be independent. In Law Number 6 of 2014 concerning villages, the government has changed the direction of the approach towards the village which was previously through the government's control and mobilization approach into empowering rural communities [5].

The village community and village government as a self-governing community unit are empowered to be able to exist as an independent community. Thus, villages are encouraged to become the subject of driving Indonesia's development from the periphery, to be able to realize one strategic priority agendas of Jokowi- Jusuf Kalla's government "Building Indonesia from the periphery by empowering regions and villages within the framework of union state (Kerangka Negara Kesatuan)". One of the big agendas to assist the implementation of Law Number 6 of 2014 concerning villages in a systematic, consistent and sustainable manner with facilitation, supervision and assistance. Of the several major agendas, Law Number 6 of 2014 concerning villages or rural areas mandates assistance [5].

The assistance provided not only to carry out the mandate of village law but also important in assisting village changes to create an independent and innovative village. It is hoped that day by day the

innovative villages will grow and develop well, partly by the assistance of government institutions, universities, companies or non-governmental organizations [7].

Village assistance is not accompanying the implementation the project that enter the village, nor assisting or supervising the use of village fund (Dana Desa), but providing complete assistance towards the village. Assisting is principally different from coaching. In coaching, between the coach and the fostered there is a hierarchical relationship so that knowledge and truth flow in one direction from top to bottom. In other hand, in facilitating or assisting the companion stand in equal footing with those being accompanied (stand side by side).

The current big mission of in village assistance or village facilitation is to empower villages as self-governing community that are advanced, strong independent and democratic. Assistance activities span from developing government capacity, organizing and building critical awareness of community members, develop the citizen organizations, facilitating participatory development, facilitating and developing village deliberations as an arena for democracy and local accountability, knitting village networks and cooperation fill the empty spaces between the government and the community

Assistance as described in Government Regulation Number 43 of 2014 concerning implementation regulation of Law Number 6 of 2014 about villages in article 128. In this regulation, it is explained that technical assistance is carried out by district/city work units and can be assisted by professional assistants, village community empowerment cadres and/or third parties. Professional assistant as referred to Government Regulation Number 43 of 2014 about Implementing

Regulations of Law Number 6 of 2014 concerning villages consist of:

- a. Village local facilitator who work in the village to assist/ to facilitate the village in administration of village governance, village cooperation, and development of Village Owned Enterprise (BUMDes), and village-scale development.
- b. Village facilitator who work in a sub-district to assist the administration of village governance, village cooperation, BUMDes development, and village-scale development.
- c. Technical facilitators on duty in the sub-district to assist te village in implementing sectoral programs and activities.
- d. Community empowerment experts who are tasked to increase the capacity of the facilitators in context of implementing village government, implementing village development, developing village communities, and empowering village communities [6].

The Ministry of villages, Development of Disadvantaged Regions and Transmigration (Kemendesa PD TT) is the ministry that manages villages development, training and empowerment, since 2015 has disbursed large amount of village funds. The allocation of the funds was followed by recruitment of professional village facilitators in stages, form the province, Regency, District and Village. These professional village facilitators are people who will do the mentoring activities to the village government, and the communities are in charge in facilitating village communities in administering village government, implementing development conducting coaching and empowering village communities.

In the village community development and empowerment program (P3MD) Kemendesa PD TT, citing the definition of community empowerment in Law Number

6 of 2014 concerning the villages, it is explained that village community empowerment is an effort to develop community independence and welfare by increasing knowledge, attitudes, skills, behaviors, abilities, awareness and use of resources through the establishment of policies, program activities, and assistance in accordance with the core of the problem and priority needs of the village community [5].

In village assistance, one of the parties who deal directly with the village and the village community is the village facilitator. Regarding to this matter, from the performance of village facilitator, it turns out that there are many problems caused by the performance of facilitator who is considered not as expected and have not worked optimally.

Based on the purposes and duties of village facilitator, one of which is assistance and coordination of assistance in sub-district level and facilitating report on implementation of assistance by sub-district head to district/city local governments. This means the local village facilitator has responsibilities in village development both technically and non-technically which of them is assisting villages in making accountability report for village development activities in village governance, development, community empowerment, and society. This is indicating that the village has carried out the objectives of providing village funds provided by the government.

Village community development can be encouraged by Village Facilitators by conducting group meetings before conducting the RKPDes Village Deliberation which is held annually. This is deliberation that will determine activities proposal that will be held annually based on the RPJMDes in the village which is valid for 6 years as long as the village head is in the office.

Based on regulation of Ministry of Villages Number 16 of 2019 regarding about Village Forum before carrying out the RKPDes, there are stakeholder of meetings or group meetings such as group of farmer, group of fisherman, group of women, and several other groups in the village. This is held to open a forum for villagers so that during the village meeting the proposal will be proposed by each group are clear, each group has opportune propose activities they need especially group of women which mostly silent during the forum or village meeting [5].

These are not implemented by village facilitators in several villages in in Bone Raya. In a village forum, they are no longer facilitate village government to conduct forum or discussion in group so that in village forum the major of proposals submitted by the community for development activities without paying attention to other group's present.

The Ministry of Villages, Development of Disadvantaged Regions and Transmigration (Kemendesa PDPT) would like to have professional facilitators who are truly professional, independent, have critical thinking, and transformative. Professional facilitators are not the manager of village development projects not to handle participatory control and mobilization of village residents to execute the work procedures that have been designed based interests out of the village interests. The duty of facilitators more accurately interpreted as a facilitation process for the village residents to be empowered reinforce their village as a community that has its own government (self-governing community). Village facilitators in Bone Raya wants to be truly professional facilitators as desired by the ministry of Villages. However, it cannot be easily done become village facilitators have boundaries in theory assistance. Village facilitators only escorting regulation if there are new regulations on

the village, village financial management must be submitted by the village facilitators to the Village Government to the village community. However, the Village Government especially the Village Head, has full authority of policies in that village.

The monitoring committee for the implementation of regional autonomy release a report that many village heads complained about the performance of village facilitators because the qualifications of community facilitators were not in accordance with the competencies expected by the village government. The problem of village professional facilitators can be seen in the quantity factor. In terms of quantity, village facilitators are definitely not comparable to the number of villages in Indonesia. This is also happened in Bone Raya. One local village facilitator (PLD) assists 3 villages or even 4 villages. Meanwhile, that one local village facilitator does not have enough time to assists the three villages at once. The impact of this situation is the ineffectiveness of the performance of the village facilitator as expected by law.

However, ineffectiveness of performance of the village facilitators does not occur in all the village facilitators as expected. There are also village facilitators who done their job well as expected related their roles and duty as village facilitators. Several Community Leaders and Village Heads appreciated the performance of the village facilitators. The presence of village facilitator is helpful specifically in assisting and encouraging community participation in the village development.

Based on several cases occurred in some villages in Bone Bolango, researcher is interested in conducting study to determine the right research location as the locus for research. Among the four zones of Bone Bolango regency; Kabila, Suwawa, Tapa and Bone Pesisir (The

coastal area of Bone Bolango). Bone Pesisir has the most records from PMD of Bone Bolango. For example, in 2015 to 2018 cases related to misappropriation of Village Fund (Dana Desa) occurred in villages of Bone Pesisir. One of the case happened in Bone Raya. Therefore, researcher is interested in conducting research in that district as well as the comparison with the location of the researcher's duty as village local facilitator which in the District of Bulawa.

State administration or public administration are various management activities carried out by the government (executive) starting from planning, organizing, implementing and supervising development programs by involving the legislature and judiciary as well as the community in order to achieve the government's vision and mission [4].

Administration is a process of cooperation between two or more people to achieve the predetermined common goal, while in narrow sense it is an activities related to administration [1].

Public administration is a process where public resources and personnel are organized and coordinated to formulate, implement and manage decisions in public [2].

Administration contained the following:

- a. Group of people (human), the gathering of two or more people in an association (organization), civil or military organizations, public or private, large or small organizations.
- b. Activities, in a form of a number of activities that must be done either individually, but are still related to the activities of others, or together to achieve the goal that aimed to be achieved.
- c. Cooperation, between individuals in group to complete a job because it cannot be completed alone.

d. A goal is something that the group of people who work together wants to achieve and its usually in the form of a common need that cannot be achieved alone.

e. Efficiency, which is the best comparison between input and output [3].

Etymologically, Administration comes from Latin words Ad and Ministries, which means "to help, serve, or fulfill", and administration which means "giving assistance, maintenance, management, "Administrative in Dutch which we have known since the beginning influence classical public administration system, includes the notion *stellmatige verkrijging, en verwerking van gegevens* (In Bahasa Indonesia it's called *tata usaha* or administration) and *bestuur en behee*, *bestuur* is the management of organizational activities, *beheer* is the management of its resources (financial, personnel, material, building and etc.). Administration which comes from English is referred to administration in a broad sense including the process (series), of collaborative business activities of a group of people in an organized manner to achieve certain goals efficiently.

The scope of public administration is not only related to the public implementation activities, but also the policy making. The scope or limitation of public administration activities is not only in the executive environment but also includes all branches of government and matter relating to the public. The activities cover entire process of governance.

Based on some definition of administration that has been mentioned in the previous paragraph, it can be understood that administration is an administration carried out by a group of people to achieve the goals that have been planned at the beginning.

From the various opinion that have been explained, can be concluded that

performance is the result of a real work achieved by a person to complete the task assigned to him/her according to the criteria and the goals set by the organization. Performance can be measured by predetermined success criteria of the individual or groups.

METHODOLOGY OF RESEARCH

In conducting the research and obtaining accurate data, a researcher must conduct the research based on the research guidelines, the differences in the objects studied will definitely distinguish the method used. Thus, the procedure or research method in preparing the thesis is necessary. The steps needed or taken by the researcher in discussing this proposal systematically are as follows:

By the type of research, this research is a "field research". According to Cholid Nabuko and Abu Ahmadi, field research is a research aims to study intensively about the background of the current situation and environmental interaction of a social group. Individual, institution or society. In the process of this research, to raise data and problems that exist in the field in this case are related to the form of implementation of government's policies in providing progress and equitable development in each village through establishment of Village Facilitators to assist the government in realizing the ideals of the nation by carrying the title about Performance of Village Facilitators Particularly in Bone Raya District of Bone Bolango Regency.

Based on the nature/ characteristics of the research, this is a descriptive research as the problem solving procedure investigated by describing the current state of the subject/object of research based on the facts that appear or factual. In this case, researcher will reveal everything related to the importance of the Village Facilitators' performance to provide changes in building the smart and independent

community through community empowerment carried out by the village facilitators particularly in Bone Raya District of Bone Bolango Regency.

The location of this research is in Bone Raya and conducted on October – November 2020. The research focus on the Performance of Village Facilitators; 1) mentoring performance; 2) supervision performance; 3) coordination performance; 4) administrative performance. Then with the focus of determinants performance of the villages facilitators which are; 1) quality performance; 2) punctuality; 3) commitment

The primary data collected directly by the person who conduct the research or person who need the data. To collect the primary data, the researcher made respondents; the Village Facilitators of Bone Raya, Village Local Facilitators, and KPMD as the main source in finding the data. Needed by the researcher.

Secondary data is data that has been finished or published to the public by the institutions that collect, process and present them. Secondary data also known as an available data. Secondary data is complementary data from primary data obtained from books literature, works, and documentation related to the object or research.

Based on the explanation, the informants of the study are the Village Heads, Village Council (BPD), Head of Farmer's group and Head of Fishermen group. Also, supported by several scientific research results thesis, journals, as well as the government's regulations/ Village Ministry and legislation.

The two data are to complement each other, because the field data will not be perfect if it is not supported by the library data. Using these two data sources, the collected data can provide validity and can be accounted its correctness.

The data collected from the field is quite a lot, for that is necessary to record them carefully and in detail. The longer the researcher is in the field, the more data collected, the more complex and complicated it is. For this reason, it is necessary to immediately conduct data analysis through the reeducation. Reducing data means, summarizing and choosing the main stuff focusing on the important things, looking for the terms and patterns and removing the unnecessary. The researcher has selected and summarized the data and then focused on matters that is related to the focus of research in this study.

In this study, the data presented by describing or explaining the existing situation according to the results of the data obtained. This way of data presentation will make it easier to be understood. So, the presentation of data can be useful in making the researcher easier to analyze the overall picture or particular part of the research.

The limitation given in the presentation of the data are structured information and provide other possibility of drawing conclusions and taking action. As in Image 1 can be explained that after the researcher reduce the data, then the next process is to display by sorting the capital letter, majuscule, and numbers arranged so that the structure could be understood.

In this study the data will be searched for the patterns, theme, relations, similarities, and others that can be occurred. Then the researcher will draw conclusions based on the result of data display as illustrated in Image 2. The conclusion is drawn by taking the essence of series categories of result based on observation, interviews, and documentation.

FINDINGS

Facilitating the stages of programs in Bone Raya held gradually. It begins with

the reinforcement of the village government, Village Council (BPD) by socializing the latest regulations followed by coordination to each assisted village by the village local facilitators (PLD) from the planning to the planning accountability.

In the Village Development Planning Conference (Musrenbangdes) and Sub – district Development Planning Conference (sub-district Musrenbang) village facilitators only confirm or ensure the presence of the community at the village level and the presence of District and Provincial Experts as the presenters during the District Musrenbang. Particularly for the infrastructure, facilitators do their duty to during the physical work deviation. Also to ensure the deliberation process but there are also some local village facilitators who work out of their duties and functions such as preparing invitation and room which are not their actual duties.

In controlling the five sectors, village facilitators oversee from the planning stage since the RPJMDes but it is limited on the village authority and its adjusted to the village budgets and ensure whether the community needs are convenient according to the priority used of village funds budgets based on the regulations.

The role of Village Facilitators in Bone Raya in the preparation of the RPJMDes, RKPMDes, RKPDes, and APBDes, is more to increase capacity related to the procedures in on preparation of RPJMDes, RKPMDes, RKPDes, and APBDes regarding to the stuffs that have been regulated by both Ministry of Villages (Permendes) and Ministry of Domestic Affairs (Permendagri). This capacity building is not effective in guiding the village government in preparing the RPJMDes, RKPMDes, RKPDes, and APBDes. This is because the capacity building is more on theory, while the village government wants an instant or direct guidance during preparation.

Village facilitators in particular Infrastructure Engineering Village Facilitators have provided the best for village technical cadres in the preparation of RAB (Budget Plan) by conducting training on RAB calculation and RAB design. Empowerment Village Facilitators and Local Village Facilitators have also assisted with information on unit prices which are the references for preparing the RAB and have facilitated villages in forming TPKs (the activities management team) in their respective villages. However, currently there are no Villages Engineering cadres who can prepare their own RAB related to village activities funded by the Dana Desa (village funds).

Village facilitators do not have obligation to check, correct, and validate the books of village funds. Bookkeeping also clear according to the siskeudes apps. The village facilitators receive coordination from the village government and watch the system if there is any error in. If there is any error found, the village facilitators will fix the matter.

Based on the regulation, Village Facilitators cannot interfere the village financial report. The village facilitators only ensure that the making of financial report is following regulation of Ministry of Domestic Affairs (Permendagri) Number 20 of 2018. In addition, a financial report is also available in the Siskeudes which is submitted by the finance department. The village facilitators then request for the realization according to the Siskeudes in order to input that into the SIPEDE apps that will be submitted directly to the Ministry of Villages.

The village facilitators do not have full right to see the administration of the village government unless they are allowing by the government but, when they are given the right they are ready to direct based on the applied rules.

All the village facilitators have encouraged all the villages to put up

transparency billboards in every public place of each village. And encourage the villages government to report the budget realization at every village meeting.

Regarding visits to assisted villages, village facilitators in Bone Raya conduct coordination meetings on early month to have the RKTL visits to make sure that no days are missed unless for holiday. For the effectiveness of the visits time, the Village Empowerment Facilitator (PDP) the implementing activities stages are from the Benning to the reporting are fixed. The Infrastructure Engineering Village Facilitator (PDTI) check the progress of physical development in the village.

At visiting time, the village facilitators did fill the guest book, but not in every visit they did. Only when they have to guide or give advice for the village related to the development of the village they visited. The guidance or advice will be documented and attached to the individual report as evidence that they have provided guidance related to the activities in the village.

To identify the weakness of an institution, facilitators directly interact with the institutions and look at the activities of these institutions on the village forum in detail.

The design of training curriculum is based on the training modules. However, there are some facilitators who said that they did not know the curriculum and even only provide training based on the regulation.

The village facilitator only gives general idea of the topic that would be given to those who will be trained. For example, if the one who will be trained is a head village then the village assisted only prepare regulation which related directly to main duties or functions of a village head. For more detail explanation will be prepared and delivered by the speaker appointed by the committee.

Training can be in form of OJT or IST and also might be applied at once in the sub-district level taht assisted by the facilitator.

OJT and IST on Village facilitators and Local Village Facilitators can be carried out during the routine coordination meeting at the village facilitator office. With the village cadres this can be done by going directly to the to the village. Hence, they can have an actual interaction with village cadres.

In village community cadre's regeneration, Village Facilitators must prioritize discussion and understanding related to the importance of being a village cadre.

Problem often occur on the village, but the village facilitators always find solution b by way of deliberation, when a problem cannot be handled at the village level, the problem will be discussed at the sub-district level, but if still there is no solution then village facilitator will find solution from the district level expert (TA).

Village facilitators' level of presence on the location of their duty have been arranged from Monday to Saturday unless they have another important duty on sub-district or district level. For PDP and PDTi, 60% are required in the field and 40% at the office or cross-sectoral. Furthermore, for village visits priority given to the villages with important agenda.

Whereas village facilitators can use tools or telecommunications in coordinating with supervisors if its urgent. But if it is related to empowering/strengthen then communications need to be direct or through joint coordination meetings.

Coordination of village facilitators and the bureaucracy as well as community leaders went well and prioritized manners and mutual respect on the discussion regarding village program implementations.

Village facilitators of Bone Raya sub-district are very good in term of cooperation, by complementing each other on mentoring and understanding the strength and weakness of each person and most importantly prioritizing communication, coordination, and consultation.

Village facilitators in Bone Raya so far never violated the code of ethics as village facilitators.

Village facilitators made their individual report punctually, but there are some people who have not delivered the reports on time because they are constrained by overtaking progress in the village.

Village facilitators of Bone Raya sub-district made up-to-date monthly report.

In sending data, village facilitators OF Bone Raya are depending on whether the the data can be easily collected from the village or not. When the data complete, they will send the data immediately according to the supervisor's request. However, the data will be delayed when they are not complete yet.

The problem solved in stages, if that can be handled by PLD then the PLD will solve it themselves. But when it cannot be solved by them, then it will be reported to the PDP or PDTi and act, and if the solution cannot be found the will be reported to the Regency Experts, then when it still cannot be solved then they will attach it to the monthly individual report.

There are only few of them who write about field experiences and even then only on certain times, for example when they need it in preparing reports or post on their Facebook or WhatsApp statues related to the work they are on.

Each village facilitators in Bone Raya complete their job based on their duties. However, there are several goals that they cannot achieve because it depends on the policy of the Village Head which does not

follow the regulations submitted by Village Facilitators.

There is no Village Facilitators in Bone Raya sub-district who complete their duties on time on every activity due to the distance from their residence or the number of assisted villages which are more than one villages. It is a concern that one Village Facilitator should only assist one village. Hence, the planning to reporting on Village Funds (Dana Desa) can be accompanied in stages and on time.

To build a good work commitment, employment contract should be prioritized so that village facilitators can complete their duties quietly even though they have to spend their time on the workplace.

DISCUSSIONS

Village facilitators in Bone Raya must have and achievement target that will be completed while assisting the village in a year. Facilitating program stages to encourage budget transparency at the village level through the installation of billboard. Transparency must be emphasized and that should be implemented by village every year. In order to further strengthen performance by measuring the result of an activity from the institutions in the village to clearly shows which part that should be improved in each institution. For example, reinforcement on BPD and LPM KPMD and several other institutions.

Facilitators must always coordinate, communicate, consult to each other. Village facilitators always assist and facilitates the reporting based on activities in the village so that the reporting level of the Village Facilitator to the regency level will be easier and faster because Village Facilitator and the village government both know the data. Village facilitators in Bone Raya do their job according to the duties of each other. But from this can be seen that there are several goals that they cannot achieve because it depends on the policy of

the village which are not based on the regulations that submitted by Village Facilitators. Succeed or not the job or the succeed or failure depends on the time setting that we use to carry out the job. The punctuation of implementation is very influential on the achievement of a result.

To build a good work commitment, employment contract should be prioritized so that village facilitators can do their duty calmly even though they have to spend their time on their workplace.

CONCLUSION

The conclusion of the article entitled "An Analysis of Village Facilitators Performances in Bone Raya Sub-District of Bone Bolango" are as follows:

1. The performance of Village Facilitators in Bone Raya in 2020 has been good in terms of Supervision performance. The program in Bone Raya implemented in stages starting with reinforcement of Village Government, BPD by socializing the latest regulation, followed by coordination to each assisted village, by the Local Village Facilitators (PLD) and they facilitate from planning to the accountability. However, there are many things that need to be addressed in term of assistance, especially in encouraging the five sectors to be funded in APBDes activities.
2. The supervision performance in Bone Bolango Sub-district still need to be addressed, especially in identifying institutional weakness, facilitators must interact directly with the related intuitions. Not only to see the activities of the institution during the village deliberations. In addition, in preparing the training curriculum activities, there should be cohesiveness from all the village facilitators. PDP, PDTi and PLD works together to arrange the needs of the training participants, the result the result will be coordinated with the

presenter/ speaker who will provide the training later.

3. Village facilitators in Bone Raya of Bone Bolango District 2020, have coordinated in stages properly and correctly. Not violating the ethic codes as facilitators and can work together in an effective team work. It can be understood that the village facilitators of Bone Raya are very good in cooperation, that can be achieved by complementing each other in terms of mentoring and understanding the strength and weakness of each person and most importantly they prioritize communication, coordination and consultation.
4. The performance of village facilitators administration in Bone Raya sub-district, of Bone Bolango regency in 2020 is good. But there are delays in sending data in form of report at village level to the district level because of ineffectiveness of time management to request data to the Village Government. The point that most appreciated from the village facilitators of Bone Raya is how they do not reported problem they found in the village to the higher level before being mediated it the lower level.
5. Based on the result of the research, the determinants of performance of Village Facilitators in Bone Raya sub-district of Bone Bolango regency is how the work quality that has not been achieved can be seen from several goals that they cannot achieve because it depends on the village head's regulation that does not comply with the regulations submitted by the Village Facilitators. Moreover, the unpunctuality on assistance in the village due to the distance of residence or the number of assisted villages which more than one village. A good work commitment has not yet been establish due to the contract signing that is often late.

The suggestions in this article are as follows:

1. Village facilitators in Bone Raya has to be more active in assisting the village the initial planning to the accountability, there will be no misuse of Village Funds in Bone Raya if village facilitators work optimally.
2. Village facilitators in Bone Raya must have an achievement target that will be completed while assisting the village in a year, Facilitating the program in stages to encourage budget transparency at the village level through the installation of billboards. Transparency must be emphasized and the village must implement it every year.
3. Village facilitators in Bone Raya have to be more assertive on the village institutions reinforcement, not just identifying weakness and providing training without knowing what aspect that should be trained in the institutions.
4. The facilitators must always be coordinating, communicating and consulting
5. Village facilitators should always assist and facilitate the reporting based on the activities carried out by the village so the reporting stage of Village Facilitators to the regency level will be easier and faster because the Village Facilitators and Village Government both known the data.
6. The village facilitators in Bone Raya sub-district should be people who live in Bone Raya themselves, so that there is no delay in on facilitating activities in the village. Additionally, that would help because the village facilitators are also well known by the community in general and are easy to ask for consultation by village government and village communities.
7. It is recommended that one village facilitator is only assigned to one village so that each stage of planning to

the reporting can be assisted as best as possible gradually based on its stages.

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