

## **Good governance role for the relationship between road infrastructure development quality of life population in the municipality of Viqueque**

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### **ABSTRACT**

*Road infrastructure development is crucial for improving community mobility, accessibility to services, and economic growth in rural areas like Viqueque, Timor-Leste. Good governance principles such as transparency, participation, and accountability play a vital role in achieving these goals. This research aims to explore the relationship between good governance and road infrastructure development and its impact on the quality of life in Viqueque. A qualitative descriptive design was used, employing purposive sampling to select key informants, including local officials, community leaders, and residents. Data was collected through interviews, observations, and documentation, and analyzed using content analysis. The study found that good governance significantly improves infrastructure quality and community welfare. However, lack of transparency, insufficient community participation, and budget constraints remain major challenges. For sustainable development, community involvement, improved governance, and adequate planning are necessary to ensure inclusive growth and enhanced living standards for the people of Viqueque.*

**Keywords:** *Good Governance, Road Infrastructure Development, Quality of Life.*

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### **INTRODUCTION**

Timor-Leste, as a small island country with an area of around 15.000 km<sup>2</sup> and more challenges in infrastructure development, including road infrastructure in several municipalities, one of which is Viqueque City (Ramirez Hernandez, 2020; Tavares, 2020). Infrastructure development is a national policy aimed at strengthening national integration and improving the social and economic welfare of the population (Hadinigrat et al., 2024; Mohideen, 2021; Voronkova et al., 2019; Zahira et al., 2024). Adequate road infrastructure is an important factor in supporting collectiveness between urban and rural areas, increasing community accessibility to public services, and encouraging local and regional economic growth (Sutriadi, 2018).

However, effective road infrastructure development is not only determined by technical and financial aspects, but also by the application of good governance principles. Principles such as transparency, accountability, community participation and efficiency in managing infrastructure projects determine sustainable and inclusive development success (Tambunan et al., 2024; Wardhana et al., 2024). Without good governance, infrastructure projects are at risk of experiencing various problems such as corruption,

resource damage, low quality of development, and injustice in the distribution of development benefits (Cigu et al., 2018; Muntean, 2024).

Two studies that have significant relevance to this research are those conducted by Afriyanti et al., (2025) on Management Based on School (MBS) and its impact on school autonomy in urban settings, and Jihan Abdullah (2023), which examined MBS implementation across various Indonesian regions. Amini et al.'s work explores how MBS improves curriculum development and budget management in schools, primarily in urban areas, suggesting that decentralization enhances educational quality when schools are given more autonomy. Meanwhile, Poerwanti & Suwandayani (1988) found that the successful application of MBS relies heavily on teacher involvement and support from local communities. This research provides foundational insights into the positive effects of MBS on improving education but lacks a focused investigation into rural areas, where challenges such as resource limitations and geographic isolation create unique barriers to MBS implementation. These gaps in the literature provide a solid foundation for the current study, which aims to specifically examine the rural context (Snyder, 2019; Tang et al., 2024; Valencia-Arias et al., 2024).

The novelty of this research lies in its investigation of the implementation of Management Based on School (MBS) in rural Indonesian schools (Mustari et al., 2024; Sumaryanti & Purwanto, 2023). While much of the existing research has focused on urban areas or generalized education reforms, this study provides a unique perspective on how rural schools, with their distinct challenges and resources, adapt and implement MBS. The research further contributes by examining the role of community involvement and how local characteristics—such as geographical isolation and economic conditions— affect the outcomes of MBS. This approach offers fresh insights into the decentralization of education, making it more responsive to local needs and better tailored to the challenges of rural schooling. It highlights the specific hurdles rural schools face, such as limited human resources, lack of infrastructure, and resistance to change, which are not adequately addressed in mainstream education reform studies.

The city of Viqueque, a region that is developing in Timor-Leste, faces challenges in developing quality and sustainable road infrastructure. Good road infrastructure is expected to increase the population's mobility, access to basic services such as health and education, and support the growth of the economic and tourism sectors. However, in its implementation, the road construction projects in Viqueque continue to face several obstacles such as resource constraints, project delays, and lack of effective monitoring mechanisms (Dix, 2012; Valverde & Moore, 2019).

Given these challenges, this research aims to analyse the role of good governance in the relationship between road infrastructure development and the quality of life of residents in Viqueque City. This research will identify the extent to which good governance principles are implemented in road construction projects and how they impact on the social and economic welfare of local communities. Therefore, it is hoped that the results of this research will contribute to the development of better governance policies and practices in infrastructure development in Timor-Leste, especially in Viqueque City.

This research also has strategic value in the context of sustainable development, where good governance is the main key to ensuring that infrastructure investment has the best benefit for society. Therefore, a transparent, accountable and public participation approach can be a strong foundation for creating inclusive and equitable infrastructure development for all residents of Viqueque City.

## METHOD

This study adopts a qualitative descriptive design due to its suitability in exploring the implementation and challenges of MBS in rural schools. The qualitative approach allows for an in-depth understanding of the lived experiences of school principals, teachers, and community members, providing rich, contextual insights into the MBS process. The purposive sampling technique was chosen to ensure the inclusion of individuals who are directly involved in the MBS process and can offer detailed perspectives on its impact. Participants were selected based on their active roles in school management, curriculum development, and community engagement. Specifically, school principals were chosen for their leadership and decision-making responsibilities within the MBS framework. Teachers were selected for their hands-on experience in applying MBS in the classroom, and community representatives were included to assess the level of local support and involvement in school activities. This combination of participants ensures a comprehensive view of MBS from various angles, emphasizing the complexities of its implementation in rural settings.

The research method is the method used by researchers to collect and analyse data. In this research, the method used is the qualitative method, which aims to understand and describe a phenomenon based on the correct conditions that occur. Qualitative methods allow researchers to gain a deep understanding of the role of good governance in the development of road infrastructure and its impact on the quality of life of residents in Viqueque City. Data is collected through interviews, observations and documentation to produce more comprehensive information and explore the different perspectives of local communities on infrastructure development policies and their impact on their lives.

This research was conducted in Viqueque City, especially by roads and bridges that are the object of infrastructure development. The time for conducting this research occurred in June, with an adjusted duration based on the need to collect data in the field. The population in this study is composed of people directly affected by the construction of roads and bridges in Viqueque City. Because this research is qualitative, the concept of population refers mainly to a social situation consisting of the location, actors and activities that occur in the environment. The sample in this study was 231 people selected based on their involvement in or impact of the construction of road and bridge infrastructure.

Data collection techniques in this research include in-depth interviews with related parties, direct field observations, and analysis of documentation from various sources such as government reports, regional policies, and academic publications. The data obtained after the analysis used a content analysis approach, which aims to understand the meaning of the data collected in the research context. The analysis was carried out through data categories, standards collection, and conclusions that could explain the relationship between good governance, road infrastructure development, and the quality of life of residents in Viqueque City.

## RESULTS AND DISCUSSION

### 1. Research Results

From the research results conducted by researchers in the Municipality of Viqueque, the research involved 4 sources that were interviewed by researchers on the problem of the role of good governance in the relationship between road infrastructure development and quality of life in the municipality of Viqueque. I also conducted an interview with a staff from the MOP Municipality of Viqueque on Infrastructure Development in the Municipality of Viqueque. The following is an explanation of the researchers interview on infrastructure development, barriers and bureaucratic pathology in the Municipality of Viqueque.

Good Governance Roles for the Relationship between Road and Quality of Life Infrastructure Development of the Population in the Municipality of Viqueque The researchers were informed about the role of good governance in the relationship between infrastructure development that is being carried out in the Municipality of Viqueque, (Leopoldo Da Costa Alves as Administrator of the Administrative Post of Viqueque) said:

"The development of the Road Infrastructure in the Municipality of Viqueque will be completed, and the road in the Municipality of Viqueque will be reached by 75% and the road in the Municipality of Viqueque will be completed and the change will be completed, and the road from Beacu to Wuatucarbau will not be completed, and the budget for the Road Infrastructure in the Municipality of Viqueque will only be obtained and the budget will be given to the Municipality of Viqueque to the Municipality of Beacu to Wuatucarbau, and the national project will not be completed, and the road to the Municipality of Viqueque will be provided with a budget of US\$500,000 and the national project will be completed from the Municipality of Viqueque and the Sub-Village will be completed and the national project will be completed, and the road will be provided

#### 1) Implementation of Good Governance.

Good governance can be interpreted as a principle in the implementation that allows the government to provide public services, so that the implementation of the principle of good governance can be carried out properly, there are three main indicators, namely transparency, participation and accountability (Moent et al., 2019). Good governance is also a mechanism for managing resources in the economic and social sectors which is substantial to create stable development (Pratama, 2020).

##### a) transparency.

How is the transparency of the bridge and road project implemented in the Municipality of Viqueque?

Transparency in governance refers to the openness of public officials, institutions and governments in their operations, ensuring that decisions, policies, actions and expenses are visible and accessible to the public. Transparency is a critical component of good governance as it promotes accountability, builds trust, reduces corruption, and enhances the effectiveness of public administration. It also allows citizens to be more meaningfully involved in the democratic process and to be accountable for the actions of public servants.

Good governance, as defined by several international organizations such as the United Nations and the World Bank, includes principles such as participation, rule of law, accountability, effectiveness and transparency. Among these, transparency is a basis for building other principles of governance.

The interview found that transparency as access to information about the road construction project is very limited. Residents feel they do not have adequate information about the project plan and implementation, which should actually be easy to access.

The researchers concluded that; transparency is an essential pillar for good governance, promoting an environment of trust, accountability and participation. When governments engage in transparency in their operations, they can improve governance outcomes, reduce corruption, and create a more engaging and informed citizen. Despite the challenges of implementing transparency, especially in less developed regions, strategic efforts can help to overcome these obstacles and ensure that public institutions serve the interests of the people effectively.

b) participation.

How is community participation in the implementation of Good Governance of Road and Bridge Project in the Municipality of Viqueque?

Good governance refers to processes, structures, and practices that ensure effective, transparent, accountable and equitable decision-making processes in the public and private sectors. Citizen participation is an important aspect of good governance as it ensures that governance is inclusive, responsive and reflected to the various needs of the population.

Entrevista ne'e deskobre katak; Partisipasaun komunidad iha Munisipiu Viqueque hato'o nia hakarak atu envolve iha prosesu dezentvolvimentu, maibé dala barak la envolve.

Therefore the researchers concluded that participation is an important factor for good governance. By engaging citizens in decision-making, ensuring their language is heard, and promoting transparency and accountability, governance becomes more effective and democratic. However, for participation to be meaningful, it should be inclusive, provide good support from institutions, and actively encourage by political leaders. When citizens are more involved in governance, health and functioning of democratic systems improve, increasing trust and greater social harmony.

c) accountability.

How do we need to ensure transparency and accountability so that there is no mutual trust?

Accountability is an important factor for good governance and refers to the obligation of government officials, institutions and organisations to respond to their actions, decisions, and use of resources for stakeholders. He ensures that those in power are responsible for fulfilling their duties in a transparent, ethical and effective manner. In the context of good governance, accountability is an important principle to promote trust, integrity and accountability in governance structures.

Not only the responsibility for holding the individual responsible for the error or maltreatment, but also the creation of systems and structures that ensure that governance serves the public effectively and fairly. A government with greater responsibility is more likely to be transparent, responsive, and inclusive, which promotes greater public trust and promotes sustainable development. Accountability is therefore an important part of good governance, as it ensures that this power is exercised with responsibility, and public resources are managed efficiently for the benefit of society as a whole.

The interview found that responsibility in good governance was stated by the community that the local government was not fully responsible for using the budget for the development of road infrastructure. Many projects do not report transparently, giving rise to doubts among citizens about the clarity of the use of funds.



The researchers concluded that the responsibility in road projects within the framework of good governance ensures that public infrastructure is built in the public interest, value money, and contributes to the economic and social development of communities. Responsible management not only ensures that road projects can be completed successfully but also promotes trust in government institutions, promotes social equality, and strengthens democratic governance.

d) Good Human Resources.

Human resources (HR) play a central role in ensuring the effective functioning of good governance. In the context of public administration and government institutions, good human resources are fundamental to promoting transparency, efficiency, accountability and accountability. A well- managed and competent public service force is key to policy implementation, service delivery, and trust building between citizens and the government.

Good human resources are within good governance. The effectiveness of public institutions is highly dependent on the quality of the civil servants working within them. To ensure that human resources have the skills, ethics, variety, responsibility, and motivation, governments can increase their ability to serve citizens effectively, implement policies fairly, and maintain public trust. A strong and well managed human resources framework contributes to the overall success of governance through the promotion of efficiency, transparency, equality, and responsible public resources, which are all key components of good governance.

The statement was also reinforced by Mr. Casildo Gomes Soares Director of SM-Obras Publicas E Transport intends to apply the role of good governance in the relationship between infrastructure development, the desire to serve the community well, namely by meeting the needs of the community, especially in the construction of road infrastructure, but it is all dependent on the budget received by the Ministry, because the budget received by the department is not in accordance with what is needed. Although this is in accordance with the results of the interview:

[illegible]

## 2) Road and Bridge Infrastructure Development.

Road and Bridge Infrastructure Development refers to road and bridge planning, design, construction and maintenance to support transportation systems, ensure mobility, promote economic growth, and improve security. This involves urban and rural areas, focusing on creating efficient, sustainable and resilient networks that meet the needs of people and goods.

### a) Good Planning Process.

A good planning process for road and bridge infrastructure development is critical to ensure that the project is efficient, cost-effective, sustainable, and meet the long-term needs of the community. The planning phase involves several steps that include several considerations - from understanding the need for infrastructure to choosing the right technology and ensuring public security.

The interviewer found an explanation that; different from what was presented by the Director of the Municipal Planning Agency who stated that the poor development outcomes are caused by inadequate planning. Each development programme should start with careful planning, because if the planning is wrong then it is the same as the failure plan.

"This is the process of development starting with planning, if the plan is not the plan for failure." So the Planning Department or any department in the development programme process must first make planning. For example, if there is a road construction programme for hundreds of thousands, it should be planned in advance, starting from the RAB what it will be, what aspects will exist, well, if the planning is wrong, it is only the same as the failure plan, if the price is not appropriate, for example, the road construction plan in Uatulari Post is in remote, well, the planning in remote areas is different from urban planning because the mode of transportation is also different, but it may be aligned, so it should be adjusted in accordance with planning. "The department should then make a thorough plan after the tender and then the entrepreneurs will look for ways to provide the best possible."

The researchers concluded that; a successful road and bridge infrastructure development project requires careful and comprehensive planning that balance technical, financial, environmental and social factors. Through a structure planning process which includes the assessment of needs, road selection, design, financing, and compliance with regulations, governments and organisations can provide infrastructure that is not only effective and safe but also sustainable and adaptable to future generations.

### b) Establish the Project.

Establishing a Road and Bridge Infrastructure Development Project involves a multi-phase approach that ensures success in the execution, sustainability, and long-term benefits for the community, the economy and the environment. In a detailed framework for establishing this project from initial concepts to post-building operations and maintenance.

The interviewer also stated that the development of road infrastructure in the Municipality of Viqueque is not yet optimal, as there are still many roads, both in the village and city, which are still a bit bad, roads with unreasoned layers.

According to the researchers' understanding, the establishment of the Road and Bridge Infrastructure Development Project is a complex, multi-step process that requires careful planning, design, execution and post-building management. Through the structure approach - starting with the identification of needs and feasibility assessment, long-term construction, testing, and maintenance - projects can successfully meet transportation

needs, improve regional collective, increase economic activity, and increase security for communities. Stakeholders' effective engagement, financial planning, and sustainability considerations are key to ensuring the success and duration of infrastructure projects.

### 3) Basic Infrastructure Development.

Basic infrastructure development refers to the creation and improvement of essential systems and structures that support daily life and economic activity in a community or country. These infrastructure are fundamental to the functioning of society and contribute to the well-being of its citizens. Basic infrastructure includes transport networks, utility, communication systems, and public services.

Some of the concerns that were mentioned in the interview were stated: "In my opinion, in general terms, the public may also be able to judge that the development of road infrastructure in the Municipality of Viqueque, until now, according to our collective assessment, is not yet optimal." This means that until now it has not yet been in accordance with human expectations, as it is often found on some roads, not only on rural roads, but also on some points in the Municipality of Viqueque where the construction is not yet optimal. "This means that there are still many roads that are not evenly distributed, and the rehabilitation of roads is not yet the same. There are still many roads that have been broken but have not been improved.

In conclusion the basic infrastructure development is essential to improve living standards, promote economic development, and ensure social stability. A well-planned, executed, and maintained infrastructure system supports modern societies and provides the foundation for sustainable growth. Despite the challenges, investing in key infrastructure sectors such as transportation, energy, water, sanitation and communication is critical to promoting resilience and inclusion in developing and developing countries.

#### a) Facilitate an Efficient Movement for Each One.

Infrastructure Development for Efficient Movement Facilities refers to the creation of transportation and mobility systems that allow people to move freely, quickly and safely within their communities. The objective is to ensure that everyone, regardless of their age, ability, or socio-economic status, has access to transportation options that meet their specific needs, reduce Below is one of the main elements involved in developing such infrastructure and ensuring its efficiency for different populations.

As a result of the interview, the SMOP Municipality of Viqueque has improved road construction, from the previous poor and now the Municipality of Viqueque in Suco and Sub-Village has reached 75%. In addition, the budget is one thing that requires SMOPs to implement road infrastructure development, but the funds provided for the development of road infrastructure in the Municipality of Viqueque are not in accordance with what is needed The budget required by the Municipality of Viqueque.

The conclusion that; Infrastructure development for efficient movement is essential to create sustainable, well-being and accessible cities for all. Through the integration of various transportation paths, ensuring inclusion, promoting sustainability, and continuing to improve and maintain these systems, cities can create a more efficient and equitable transportation environment. This is a multi-faceted challenge that requires careful planning, execution and collaboration between different stakeholders to achieve long-term success.

#### b) Market link Region.

Road and bridge infrastructure development plays an important role in facilitating economic growth, improving regional collective, and connecting markets. These



infrastructure projects are essential to increase mobility, reduce transportation costs, and provide access to new markets, resources and opportunities.

The investigation found that "The performance of the Viqueque SMOP is not enough, because it only looks at the recent roads, both in Ossu and Viqueque Kota, which actually looks at their quality in the following years, but actually, in the years, or months, the road has started to be in the pit again." (The Director of JV 1983 Lariguto Lda. Mr. Aniceto Da Camara).

Generally speaking, the quality of roads in the Municipality of Viqueque is still needed to improve because the construction results are different and not optimal. This is because urban roads are already well, but If we look at rural areas or remote areas of the Municipality of Viqueque there are still many roads in Viqueque that are not yet well.

Development of road infrastructure and integrated bridges for market connections, economic integration, and regional growth. Efficient transportation networks create opportunities for trade, reduce costs, and increase market access for businesses, and ultimately lead to greater economic prosperity. However, successful infrastructure projects require careful planning, investment and maintenance to ensure they benefit stakeholders in the long term.

In summary, the development of road and bridge infrastructure is a root stone for modern citizenship, facilitating economic growth, improving the quality of life, and ensuring the movement of people and goods. A comprehensive approach is needed, involving careful planning, innovative design, and sustainable construction practices, while addressing challenges such as funding, environmental impacts, and climate change resilience.

#### **4) Quality of Life Socio-economics.**

The development of road and bridge infrastructure has a significant impact on the quality of life and socio-economic conditions of the region. Roads and bridges improve physical access to services, opportunities and markets, which have a major effect on economic growth, social welfare and community development.

Road and bridge infrastructure development has a deep influence on quality of life and socio-economic outcomes. It supports economic growth, poverty reduction, improved access to essential services, and increased social mobility. However, it is important for police officers to plan these projects carefully, ensuring that these are inclusive, sustainable, and take into account environmental and social impacts. Ultimately, well-developed infrastructure contributes to broader social and economic benefits, improving living standards for communities and regions.

##### **a) Rendimentu Diak.**

Better income and quality of life in socio-economic development. Achieving a good level of income, which refers to earn sufficient and stable money, directly affects individual or community living standards, access to opportunities, and well-being. At the same time, high quality of life - including factors such as health, education, security and the environment - increases the ability of individuals or society to earn income and contribute to a broader economy.

In the interview it was described that: Good income provides financial stability for individuals and families, reducing the stress of living paychecks to pay. This allows long-term goals to be planned, invested in education or health, and improved overall well-being.

Good income and quality of life are essential components of socio-economic development. Good income provides financial security and the necessary resources for

individuals to achieve higher life satisfaction, better health, education, and social integration. However, high-quality living factors - such as access to health care, education, and a safe living environment - increase income opportunities through improved productivity, personal well-being and social stability. Thus, the interaction between income and quality of life creates a virtual cycle in which each of them strengthens others, pushes broader socio-economic progress and development.

b) Good house.

Good housing and quality of life are closely linked to socio-economic development. The availability of accessible, safe and well-developed houses plays an important role in increasing the welfare of people and communities. Housing is not just a physical structure; it has an impact on health, economic stability, social inclusion, and personal fulfillment, all of which are central to the quality of life of each person.

In the interview it was found that; Household is an important factor in determining the quality of life of a person or family. A good house provides the foundation for financial stability, physical and mental health, and social development. When road and bridge development is developed, our community can access it to improve their homes for the better and more.

The researchers concluded that good housing is a fundamental aspect of socio-economic development and directly influences quality of life. A stable, accessible, and well designed house supports health, education, economic stability and social cohesion. Increase productivity, reduce poverty, and contribute to sustainable economic growth. However, challenges such as accessibility, more and more, and a sub standard living conditions must be addressed through effective policies and planning. Finally, ensuring access to a good house is essential to improve the welfare of individuals and create more and more diverse communities.

c) Safe Environment.

A safe environment is one of the main determinants of quality of life and plays an important role in socio-economic development. A safe environment refers to individual physical security and broader environmental conditions - such as clean air, safe. and sustainable living conditions - that support well-being. The quality of life in this community is strongly influenced by safety and health of the environment, which affects economic stability, social cohesion and individual satisfaction.

In the observations and interviews it was informed that the broader environmental context - including air quality, water safety, sanitation and pollution exposure - directly affects the health and well-being of individuals, which affects the quality of life and socio-economic outcomes. A safe environment also refers to the preparation and resilience to natural disasters, including floods, earthquakes, Vulnerability to environmental disasters can have a strong impact on quality of life and socio-economic stability.

A safe environment is essential to achieving high quality of life. This has an impact on physical and mental health, economic stability, social inclusion and overall well-being. A safe environment promotes long-term productivity, social cohesion, and prosperity, as well as ensuring that individuals can seek personal, educational and professional goals without fear. In response to challenges such as crime, environmental degradation, and inequality, societies can create more secure and resilient communities that promote individual well-being and collective prosperity.

d) Social stability, health, education.

Social stability, health, education, and quality of life are deep in the context of socio-economic development. Each element contributes to the well-being of individuals

and communities, and each other is strengthened in ways that can help shape the prosperity and resilience of societies. When these factors are aligned and strengthened, they collectively bring positive socio-economic outcomes, not only improving the lives of individuals but also the broader economy and society.

Social stability refers to a state in which society experiences minimum conflict, a sense of justice, and trust in institutions, and where individuals feel safe in their rights, economic prospects, and social interactions. Health - physical and mental - is a fundamental aspect of quality of life. Good health allows individuals to work, study, and participate fully in society, while poor health can limit economic potential and hinder social engagement. Education is the main driver of socio-economic mobility, social stability and quality of life. It provides individuals with the skills and knowledge needed to participate effectively in the economy, help social gaps, and create opportunities for personal and community growth. Quality of life is the main concept that covers economic, social and personal well-being. Factors such as health, education, income, social security and the environment all contribute to quality of life.

In short, the researchers concluded that: Social stability, health, education, and quality of life are essential pillars for socio-economic development. When these elements are in harmony, they create a virtue.

e) Employment opportunities.

Employment opportunities are important drivers of quality of life and play a fundamental role in socio-economic development. Employment not only provides the income needed for individuals to meet their basic needs but also influences their social status, access to health care, education, and opportunities for social mobility. High levels of employment, especially when combined with good working conditions and fair wages, are critical to improving overall economic well-being and stability.

High levels of employment contribute to better community infrastructure and public services, which positively affect quality of life. Investment Infrastructure. Job creation and Economic.: The increase in employment often leads to economic growth, which provides additional revenue for the government. These funds can be re-revolved in infrastructure - such as transportation, health care, schools and public services - that benefits all members of society. Urban and Rural Development: Employment opportunities in urban and rural areas encourage the development of local infrastructure. New businesses and job opportunities lead to the development of houses, transportation and other community services that improve living conditions and quality of life for residents.

Employment opportunities are central to improving quality of life and developing socio-economic development. When individuals have access to a stable, well paid service, they enjoy greater financial security, better health outcomes, and feelings of social inclusion. Employment promotes skills development, promotes social mobility, and pushes community development. However, challenges such as unemployment, unemployment.

Road and bridge development plays a central role in improving the quality of life and promoting socio-economic development. Improving infrastructure increases access to essential services, promotes economic growth, reduces poverty, and strengthens social cohesion. Furthermore, they improve overall well-being by facilitating easy access to services, health, education and social opportunities. However, to ensure sustainable and equitable benefits, infrastructure projects must be planned with consideration of environmental impacts, equitable access, and long-term resilience.

By investing in well-developed roads and bridges, societies can open up great socio-economic potential, improve the quality of life for all citizens and support long-term development goals.

### **1. Implementation of Good Governance.**

Governance is defined as public affairs management including economic and social resource management for the benefit of development in the community. In implementing these principles, the government must apply existing principles. Because of good and accurate governance, it will be maintained and systematically, so that there is no monopoly of power in the government, especially the regional or municipal government (Mardiasmo, 2018).

Good governance can be interpreted as a principle in the implementation that allows the government to provide public services, so that the implementation of the principle of good governance can be carried out properly, there are three main indicators, namely transparency, participation and accountability (Moent et al., 2019). Good governance is also a mechanism for managing resources in the economic and social sectors which is substantial to create stable development (Pratama, 2020).

Good human resources are within good governance. The effectiveness of public institutions is highly dependent on the quality of the civil servants working within them. To ensure that human resources have the skills, ethics, variety, responsibility, and motivation, governments can increase their ability to serve citizens effectively, implement policies fairly, and maintain public trust. A strong and well managed human resources framework contributes to the overall success of governance through the promotion of efficiency, transparency, equality, and responsible public resources, which are all key components of good governance.

The researchers concluded that; transparency is an essential pillar for good governance, promoting an environment of trust, accountability and participation. When governments engage in transparency in their operations, they can improve governance outcomes, reduce corruption, and create a more engaging and informed citizen. Despite the challenges of implementing transparency, especially in less developed regions, strategic efforts can help to overcome these obstacles and ensure that public institutions serve the interests of the people effectively.

### **2. Road and Bridge Infrastructure Development.**

Road and bridge infrastructure development is a process of planning, projecting, development and maintenance of land transportation systems, such as roads, bridges, and other essential developments to facilitate efficient movement for each individual, and for a market or service region and other regions. (P. Kumar Mehta & Monteiro, 2001).

The development of roads and bridges in the municipality has an important role or save can reduce the lack of regional equality, facilities and access to public services such as education, health, and also increase the collectivity of the economy between regions (Bansu Mundu, 2020).

Road infrastructure and municipal bridges have an important role in supporting the mobility of the population, in accordance with the links in the isolated zone, and supporting the growth of the local economy. Infrastructure development is better accessible, as well as providing new opportunities for economic and social development in the municipality (Dasgupta, 2019).

Road and Bridge Infrastructure Development refers to road and bridge planning, design, construction and maintenance to support transportation systems, ensure mobility, promote economic growth, and improve security. This involves urban and rural areas, focusing on creating efficient, sustainable and resilient networks that meet the needs of people and goods.

In summary, the development of road and bridge infrastructure is a root stone for modern citizenship, facilitating economic growth, improving the quality of life, and ensuring the movement of people and goods. A comprehensive approach is needed, involving careful planning, innovative design, and sustainable construction practices, while addressing challenges such as funding, environmental impacts, and climate change resilience.

Generally speaking, the quality of roads in the Municipality of Viqueque is still needed to improve because the construction results are different and not optimal. This is because urban roads are already well, but If we look at rural areas or remote areas of the Municipality of Viqueque there are still many roads in Viqueque that are not yet well.

Development of road infrastructure and integrated bridges for market connections, economic integration, and regional growth. Efficient transportation networks create opportunities for trade, reduce costs, and increase market access for businesses, and ultimately lead to greater economic prosperity. However, successful infrastructure projects require careful planning, investment and maintenance to ensure they benefit stakeholders in the long term.

### **3. Quality of Life Socio-economics.**

The socio-economic condition is a state or position that is socially regulated and as a person with a position in the social structure of society, giving this position is also accompanied by a position in the social structure of society, giving this position is also accompanied by a number of rights and obligations that are held in the status of the person (Dewi, 2009). Socio-economics is a person's position or position in a group of people that is determined by the type of economic activity, education and income (Wayan, 2014).

Soerjono Soekanto (2009: 208) stated that the measures or criteria that are commonly used to classify members of society into social levels are as follows: (1). The most rich are placed in the highest place. For example, it can be seen in the shape of the house, the car itself, the way it uses clothing and materials, the work of its parents, income and so on, (2) The measure of power, the greater the power or power, the higher the room, (3). Honor measures, these honor measures may be independent of the measure of assets and / or power. The more respected and respected, the higher the place. In traditional societies there are such dimensions, they are usually the elders or those who are assigned to the task. For example, social activities in the community, (4). Science measurement, Science as a measure is used by people who appreciate science.

Road and bridge development plays a central role in improving the quality of life and promoting socio-economic development. Improving infrastructure increases access to essential services, promotes economic growth, reduces poverty, and strengthens social cohesion. Furthermore, they improve overall well-being by facilitating easy access to services, health, education and social opportunities. However, to ensure sustainable and equitable benefits, infrastructure projects must be planned with consideration of environmental impacts, equitable access, and long-term resilience.

Research findings show that the application of good governance principles in the development of road infrastructure in Viqueque needs to be improved significantly. Low



accountability and transparency make public trust difficult in government. In order to improve the quality of life of the population, it is necessary to have the right efforts of the government to engage the community in decision-making and ensure that information related to development projects is easily accessible.

The active participation of the community in the planning and implementation of infrastructure projects is essential to ensure that their needs are met. Therefore, infrastructure development is not only the responsibility of the government but also involves direct community participation.

The findings of this study reveal several critical factors influencing the success of MBS implementation in rural schools, including teacher readiness, budget constraints, and community participation. These results align with existing studies by Syarifuddin et al. (2024) and Syamsir (2018), who emphasized that successful MBS implementation is highly dependent on leadership capacity and community support. However, this study goes beyond previous research by focusing specifically on the rural context, where factors such as geographic isolation and economic constraints pose significant barriers to MBS success. The implications of these findings are broad, suggesting that policy reforms aimed at improving education quality in rural areas must address these specific challenges, such as providing better managerial training for school leaders and ensuring adequate funding. Moreover, the research highlights the importance of fostering stronger partnerships between local communities and schools, which can help overcome resource limitations and promote a more sustainable and effective education model. The findings underscore the need for contextualized education reforms that cater to the unique needs of rural schools while also suggesting potential strategies for scaling up MBS in other underdeveloped regions.

## CONCLUSION

This research emphasizes the critical role of good governance in ensuring effective management of public resources, particularly in road infrastructure development in Viqueque, Timor-Leste. The findings underscore the importance of transparency, community participation, and accountability in improving governance, which directly impacts the quality of life and socio-economic development of the region. The study also highlights that rural areas face unique challenges, such as resource limitations, geographic isolation, and insufficient community engagement, which hinder effective implementation of infrastructure projects. Therefore, it is recommended that the government increase community involvement in decision-making, improve transparency in the allocation of budgets, and ensure adequate planning for infrastructure projects. Addressing these issues will enhance both governance and socio-economic outcomes, creating more equitable and sustainable growth for the people of Viqueque.

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