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RESEARCH ARTICLE

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THE CHALLENGES OF COMMUNITY LEADERS TO PRESERVE AND MANAGE DRINKING WATER (CASE STUDY IN HATUGAU VILLAGE, LETE-FOHO ADMINISTRATIVE POST, MUNICIPALITY OF ERMERA)

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ABSTRACT

To delimit this work, the author prefers the topic "The challenges of Community Leadership in conservation and managing water and water" with the type of case study in Hatugau Village, Lete-four Administrative Post, Ermera Municipality. Currently, the authors are aware and consider that the problem of clean water despite being a global problem, especially affecting the poor countries of the Asian and African continent in the last decade, our country is affected at the national level, even in remote areas. It is true that when faced with a lack of water quantity and quality it affects aspects such as public health, the economy, agriculture, education, and cleanliness other aspects that are very relevant to the life of the Nation. Therefore in these problems, we need an urgent and immediate solution to match the community's survival from the present generation and care for the current generation. An immediate security solution can only come from a good and competent community leader, with good management and qualified knowledge in the administration field. However, the fact that community leaders in Hatugausuco have faced both internal and external challenges that have affected the conservation and management of clean water in their communities since the period of independence.

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INTRODUCTION

The problem of clean water (agua potable) has long been in the history of humanity, not having been a national, local, and more personal problem but has become a global problem. On the other hand, although we mention global problems, one of the most affected and severe is the third-world countries by the first-world- and American categories. The problem of clean water in recent times is the most serious category because it is caused by environmental problems such as climate change, global heat (globular heat) caused by first, the environment itself, and second, anthropogenesis that is caused by humans to the environment they have been going to, such as:

At the national level, Timor-Leste's independence is almost 22 years old but basic infrastructure problems such as Roads, electricity, and the most abundant are clean water that is most suitable for the lives of people in remote areas. Yes, the people who were in remote areas often cried out for the mentioned aspects, especially water supply. Alias the government has a programmer but does not priorities the clean water aspect, so many people do not have access to clean water. Currently, from the period to the period, the problem of clean water from the national to the milk is still not resolved because the power

and state institutions are still focused on the nation. Decentralization that allows the delivery of power to the local government is only a promise. Community leaders or village chiefs are only the helpers of the government even though the people choose and delegate power to them, but there is no possible condition for them to perform well. Thus the full power given by the people to lose their sense of value in managing their communities. The basics of the hypotheses mentioned above, the problem of clean water, and the challenges faced by community leaders in de-creating clean water for their communities motivated me to choose the theme for my research entitled "The challenges for community leaders in conservation and managing water and water" to conduct research in Hatugau Village. This title is very relevant to the village of Hatugau because although the establishment of clean water supply from the PNDS Program has been available, many communities in some villages do not have access to clean water. There is also a lack of good management to preserve and care for the amount and quality of water available, and there is no good maintenance because there are no technicians or staff in the village. Through this research, the researchers wanted to find out the challenges faced by community leaders in Hatugau suco to better manage, conserve, control, and care for clean water for the community and also to find out the processes applied in the process of channeling clean water with all its criteria for access to clean water. I have previously been in Hatugau Village because I want to focus on my research and have been charged with being able to know the

challenges of community leaders in controlling and managing clean water for the community, especially in remote areas. To carry out an in-depth analysis to find some alternatives that can be a hypothesis solution to match the challenges faced by our community leaders.

Formulation of Research Problems

The problems formulated by the researcher abstract from the problem are:

- How do internal challenges (ledge, leadership patterns and styles, administrative capacity, management, and human resources) influence community leaders to preserve and manage clean water for the community?
- How do external challenges (nature, financial, and power centralization in the central government) influence community leadership to preserve and manage clean water?

LITERATURE REVIEW

Grand theory: Challenges for Leadership: According to James M. Kouzes *"The Leadership Challenge is about how leaders mobilize others to want to make extraordinary things happen in organizations. It's about the practices leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. It's about leadership that creates the climate in which people turn challenging opportunities into remarkable successes.*

Grand Theory: Situational Leadership: According to Peter G. Northouse, "The premise of the theory is that different situations demand different kinds of leadership. From this perspective, to be an effective leader requires that a person adapt his or her style to the demands of different situations. From this theory we see that, in a war situation, we need a strong leader and a valet to lead the war; In a free and harmful situation, we need a leader to gather people's thoughts and listen to them; And in an era of advances in science and technology, we need a wise technological leader to invest in advanced education in science and technology. Therefore, the leader must master the situation and conditions and also master its membership to guide the planned goals of Peter G. Northouse. *"To determine what is needed in a particular situation, a leader must evaluate her or his followers and assess how competent and committed they are to perform a given goal".* Therefore, how you lead is not a matter, of a name that means you have skills, but also more dependent on the skills and attitudes of your segment and also adapt it to the existing situation and conditions. This style of contingency and situational leadership always sets up services by the demands and communicates with members in all aspects (indirect and multidirect communication) to plan what will be done, how, where, and when.

Concept of Leadership and Leadership: According to Professor Idalberto Chiavenato, "Leadership is an interpersonal influence exercised in a given situation and directed by the process of human communication towards the achievement of one or more specific objectives.

The definition was developed by the author to improve the clarity of an. The following are the most.

- The Leadership is a type of influence between people:*
- Leadership happens in a certain situation:*
- Leadership is accomplished through the process of human communication:*
- The Leadership aims to achieve one or more specific objectives:*

"A leader is a forceful and dynamic personality who leads from the front; an architect and implementer of strategy; a mediator in conflict situations; an integrator who assures the climate of the organization; a person able to motivate subordinates and who, by

persuasion, compulsion or example to others; succeeds in getting others to follow the leader's wishes "6.

Robert N. Lussier and Christopher F. Achua said: *"Leadership is the influencing process of leaders and followers to achieve organizational objectives through change"7. Blanchard said: "Leadership is the capacity to influence others by unleashing their power and potential to impact the greater good.*

According perspective David J. Lawless *"Leadership belongs to the group and not to the individuals; therefore, to seek leadership traits is to look in the wrong direction, and to understand leadership we must look at what the group is trying to achieve. Then we may find that leadership falls to one, or to several, or to many members of the group. Vince Lombardi (2001) in David R. Kolzow, Leaders are made, they are not born. They are made by hard effort, which is the price that all of us must pay to achieve any worthwhile goal. Idea of Lombardi in Frederick L. Dembowski "Leadership is a product of personal qualities and skills and not simply an automatic outcome of official authority.*

Definition of Community Leader: According to Maritza Montero, *"Usualmente, el liderazgo comunitario surge de las reuniones de organización y planificación de actividades comunitarias, o ante circunstancias que afectan a la comunidad y se hace necesario actuar con mayor o menor urgencia. Mario added that "the community leader must be participatory, democratic, active and aware of the complete situation in the community. Manage and strengthen the commitment between community members, as a model of action and source of information, with political character directed at social construction to achieve collective bemo. "According to James M. Kouzes & Barry Z. Posner, "It's part of your job as a leader to show appreciation for people's contributions and to create a culture of celebrating the values and victories by creating a spirit of community". "It's part of your job as a leader to show appreciation for people's contributions and to create a culture of celebrating the values and victories by creating a spirit of community". Larry Spears (1996) in Carol Smith "model which puts serving others as the number one priority. Servant- leadership emphasizes increased service to others; a holistic approach to work; promoting a sense of community; and the sharing of power in decision-making.*

Legal Foundation on Community Leadership: Community leadership has a UN perspective that is similar to Local Power. Local power in many countries (especially democratic countries) has learned to involve the people or community in the decision-making process. Participatory plans, members of local service, and other consulting processes are generated.

In Law N.Q 3 / 2009 of 8 July, article 20 which establishes the definition of Community Leadership, in paragraph 1 states:

- A lideransa comunitária é o colectivo que tem por objectivo organizar a participação da comunidade na solução dos seus problemas, zelar pelos seus interesses e representá-la sempre que necessário.*
- A lideransa comunitária é exercida pelo Chefe de Suco e pelo Conselho de Suco, nos limites do Suco e respectivas aldeias, eleitos de acordo com as disposições desta lei.*
- Os líderes comunitários não pertencem à Administração Pública e as suas decisões não obrigam o Estado.*

Therefore, article 4 defines the Suco Chiefs and the Suco Council: O Chefe de Suco é o líder comunitário eleito para dirigir as actividades desenvolvidas pela comunidade num determinado suco, em áreas que concorrem para a consolidação da unidade nacional e para a produção de bens e serviços com vista à satisfação das necessidades básicas de vida e desenvolvimento, em estreita articulação com o Conselho de Suco.

Leadership Model Theory

According to the study in leadership theory, more or five perspectives are the same.: *the trait theory, the behavioral approach, the*

contingency (situational) approach, the transformational approach, the role approach, and the emerging theory.

Personality Theory: Peter G. Northouse stated that the leadership focus is on the characteristics of finding a great brother or a great home. The characteristics of a leader are that they exist since his birth and are the same as a concept. 'leaders are born rather than made (Os líderes nascem e não são feitos). The focus of this idea is to identify and mediate characteristics that distinguish leaders from non-led leaders or ally effective leaders from ineffective leaders.

"The theories that were developed were called "great man" theories because they focused on identifying the innate qualities and characteristics possessed by great social, political, and military leaders (example: Gandhi, Abraham Lincoln, and Napoleon Bonaparte). It was believed that people were born with these traits and that only the "great" people possessed them.

This theory provides us with hope and guidance for an ideal leader profile and is the basis for the selection of future leaders. Because of this theory, we understand that those with real characteristics (not fingered) can be the best leader (people with the "right" Word will be the best leader). However, the problem in this theory is that it is in favor of the dynasties or of the absolutist power of the king generation, without regard to the cultural aspect and its different context and influence, For example, the characteristics that work in Germany may not work in America.

Leadership Behavior Theory: According to Peter G. Northouse, "The behavioral approach focuses exclusively on what leaders do and how they act. In shifting the study of leadership to leader behaviors, the behavioral approach expanded the research of leadership to include the actions of leaders toward followers in various contexts". The theory of extract assumes that a leader lives with specific characteristics that make him well. The theory of behavior, on the other hand, pressifies that we can learn to be a good leader because it is not a basis for personality That is, your actions, and what you do define your leadership capacity. (*Suas ações, ou o que você faz, definem sua capacidade de lideransa*). A measure of the capacity of a leadership is its actions and actions.

Transformational Leadership Theory

Fenwick W. English, Transformational leadership involves followers becoming motivated as a result of feeling trust, admiration, loyalty, and respect toward the leader. The leader transforms and motivates followers by inducing them to transcend their self-interests to achieve organizational visions and goals. Followers become more aware of the importance of task outcomes and become more productive²⁰.

Peter G. Northouse "Transformational leadership is a process that changes and transforms people. It is concerned with emotions, values, ethics, standards, and long-term goals. It includes assessing followers' motives, satisfying their needs, and treating them as full human beings.

The Leadership Function: According to D. Krech et al. In David J. Lawless, one set of elements is proposed for the role of a leader:

- The Executive:
- The Planner:
- The policy maker:
- As an Expert,
- As arbitrator or mediator.
- The leader must be an exemplar because he is the symbol of the group.

The leadership style: According to David J. Lawless: "The first is known as a task leader or job-centered leader; the second is known as a social-emotional leader or a member-oriented leader. In addition, the characteristics of a person have a significant impact on

the leadership style, and the leadership style of a person is a determinant, often giving answers to each situation. It influences how to lead the organization and how external and public clients view the development of the organization. Effective leaders can adapt their style and behavior to their leadership and the nature of the situation in which the theory of continuity states. This is one reason why there is no single model for the success of the leader. Historical leaders, such as

Authoritarian Leadership: According to David J. Lawless: "The authoritarian exercises more authority over members. He controls all progress to the goal and interrelation of members. He resists attempts to change his leadership function". From David J. Lawless's point of view, it can be seen that the author's style is usually more involved in carrying out tasks because everything is ordered. The conduct of the authoritarian leader is often contrary to what the leaders must organize and define by the members of the role, of their group. One of the hazards in authoritarian leadership is the commitment to negative motivation: the use of threats, coercion, and other means that do not strengthen the achievement of the outcome. It can create a Christian culture within the organization, with leaders as oscillators and not saviors.

Democratic Leadership): David J. Lawless, "The democratic leader uses a different approach. He may have as much power as the authoritarian leader but he uses it by distributing responsibility rather than by concentrating it. He tries to keep as many members as possible personally involved in problem solution and in awareness of goal progress.

Management: According to Chandra Wijaya and Muhammad What processes and questions about the organization, who is organized, why should it be organized, and what it aims? Management also analyzes, sets objectives or targets, and determines work and responsibilities properly, effectively, and efficiently.

The two authors added that "in a broader perspective, management is the process of organizing and using resources owned by an organization, through working between members to achieve organizational goals effectively and efficiently." According to Peter F. Drucker, "Management's concern and management's responsibility are everything that affects the performance of the institution and its results inside or outside, whether under the institution's control or totally beyond it. Peter F. Drucker said: "They both involve deciding what needs to be done, developing the capacity to do it, and ensuring that it is done. However, while management is concerned with order and consistency, leaders are concerned with new directions and change.

Bennis and Nanus said. "Management is about 'doing things right' and leadership is about 'doing the right things. Here we also see the relationship between management and leadership, and we can say that both sides are one and two sides. (Uma mode de dois lados). As John Hayes said "While management and leadership are distinct activities, they are complementary and both are necessary for success in a changing business environment.

Water and Human Behavior: Water is important for the survival of all existing species, whether for human or human seedlings, plants, or animals. Its conservation is fundamental to be balanced for the medium, health, and human activities. Water may be used, where it is classified into two forms:

- a) **Consumptive Use:** The meaning of direct use of water, or, is the use that reduces the amount of river water and non-human (human supply; animal supply; irrigation; industrial use).
- b) **Non-consumptive use:** means indirect use of Water, or, which does not affect quantity, but yes quality Water (use for lazer; connexion; geracao de energia).

Clean, suitable, and adequate water is essential for the survival of all living organisms, such as the adequate functioning of ecosystems,

communities, and the economy. Therefore, the quality of the world's water resources faces a growing threat because it increases the human population and expands industrial and agricultural activities, where climate change scenarios can cause major changes in the hydrological cycle. Low-quality water can put human health at risk as well as ecosystems, reduce the availability of clean water and water resources for other purposes, limit economic productivity, and reduce development opportunities.

Water supply on the Earth's planet and human relations: The quality of water is the quality of a natural element, in which if it does not exist, it hinders life on the planet; we are the quality of a universal asset and of the rights of all entities or currents; the quality of a colorless, “do fluido do Útero materno que germina as sementes de nossas vidas e de um bem econômico que garante o Desenvolvimento e o progresso”. Currently, the country or planet is dominated by 75% water. Another, with 25% land, or on the surface of the waters. The volume of water resources creates essential conditions for life and maintaining the balance of nature. Who thought and said that there was wailing water available for human consumption? Because of the fact, only 2,7% of the water is First, the distribution of doe water on earth's planet was divided into two, namely: 97.3% of the water supply in 2.7% of the water supply. Second, the distribution of water supply on the ground is divided into five parts namely: 77.2% polar ice, 22.4% water supply (water supply) 0.35% swelling, 0.04% river (rivers), at 0.01% Atmosphers.

Clean Water Needs for the Body and for Life: The actual water supply to life, because, in addition to us as human beings, we have been able to survive for a few weeks, but it is impossible to survive the water supply, even though some days of our lives end if we do not consume water, the water is the main part of our weight or body weight, and can vary from 45 to 75% of the population, depending on age and sex, on the average of 60% of adults. It is clear that, in the history of human civilization, water is always present, independently of any amount or number. Water exists on the planet involving the ocean, sea, and river, Water is essential for life and for all processes related to sustainability. Water is a strategic resource for human life, as it maintains life in the country, sustains biodiversity and food production, and supports all-natural disasters. Water, therefore, exists in past and present civilizations as well as in the future. Meanwhile, we are dependent and still rely on water to maintain our economic and cultural survival. The culture of our people is related to water and the hydrological cycle interpolates between human continental and coastal populations.

Advantages of clean water for the Community: On the other hand, the crisis for clean water does not only affect communities but also affects the environment or ecosystems threatening the life of plants, animals, or flora and fauna in the region.

The United Nations is facing a global crisis from the growing global demand for water resources to meet human agricultural and commercial needs, as well as the growing need for basic sanitation. As we know 70% of our corporate composition is dominated by water, liquid consumption is one of the most efficient ways to maintain the functioning of all corporate systems, in addition to influencing our human aspect. Those who regularly drink can present the following health benefits:

- **Improve the functioning of the gastrointestinal system:** the absorption of the intestine as well as the functioning of health organs is considered good if water is consumed regularly.
- **Major provisions for daily life:** water consumption is indispensable to ensure that all our organisms are properly - including our muscles and brain.
- **Adequate functioning of the renal system.** Our kidneys also depend on water to function. Therefore, ensuring adequate consumption can avoid the compile of kidneys.

United Nation Legal Procedure on Water Resources: The Universal Declaration on the Rights of clean water, article 1 states.: “*A água faz*

parte do patrimônio do planeta. Cada continente, cada povo, cada nação, cada região, cada cidade, cada cidadão, é plenamente responsável aos olhos de todos”

The effect of this statement is that access to water and sanitation of basque integrates the minimum content of the right to dignity of the person so that each individual, family, community, and nation must respect the quality of clean water and guarantee its minimum quantity from time to time and from generation to generation. In fact, if there is no access to a minimum amount and a quality guarantee of clean water, other rights that are intrinsic to people such as the right to life, the right to health and the right to a healthy life or a healthy life will not be reached or incapable.

Water as Natural Wealth: Water is an indispensable natural resource for human seer survival and is also a living thing on the planet. A fundamental substance for the ecosystem of nature, a universal and important solvent for the absorption of soil nutrients into plants, and its surface tension allows for the formation of a capillary.

Therefore, the only natural wealth to sustain the lives of natural existence, including human seedlings, is water. All humans and plants on the planet cannot live without water. We need water by nature. That there is no means of water that we cannot live and live long. We like the water we consume and live in the end of the body when we live in the bones, but the bones of the dead.

Clean Water Regulation in Timor-Leste

In the Constitution of the Republic, Article: “*Os recursos do solo, do subsolo, das águas territoriais, da plataforma continental e da zona econômica exclusiva, que são vitais para a economia, são propriedade do Estado e devem ser utilizados de uma forma justa e igualitária, de acordo com o interesse nacional*”. That resources on land and land, from territorial waters, from the continental platform and the exclusive economic zone, which are vital to the economy, are property of the State and must be used in a fair and equal manner in accordance with national interests.

The General Directorate of Water and Sanitation (DGAS), in turn, is integrated with the national directorates operating in its direct dependence.

- Direcção Nacional dos Serviços de Água (DNSA);*
- Direcção Nacional de Saneamento Básico (DNSB);*
- Direcção Nacional de Gestão dos Recursos de Água (DNGRA).*

The assignment of the National Directorate of Water Services (DNSA) is to ensure the provision of destination services, ensure the provision of water for consumption in the national territory, develop a legal framework and regulation of public water supply systems, rural and urban, including construction standards and support the MOPTC to become an internal legal framework for internationalization rules. In this area, water distribution and supply activities to be consumed are provided and monitored, namely inhibiting illegal connections to public water distribution, conducting laboratory water tests, and preparing and developing technical rules for water treatment to ensure the quality of clean water. Decree-Law no.º 38 / 2020, of 23 September, created the National Authority for Water and Sanitation, I.P., in short, in accordance with the provisions of ANAS, I.P., of a public institution nature, and approved its statute. The provisions of article 6 of the Statute of ANAS, I.P. are: Board of Directors, Executive Director, Tax Council, and Technical and Technical Council. Consequently, Decree-Law No. 31 / 2020 of 26 August states Water Quality Control for Human consumption. The preamble states that the recognition of the need for investment in the water and sanitation sector is a transversal concern for all governments! All during the era of independence. Therefore the decree clearly states:

[...] considera que um claro reforço no investimento para o acesso a água potável e saneamento básico é inadiável. Investir nesta área constitui um investimento simultâneo na saúde e na melhoria da qualidade de vida da população, no ambiente, na educação e, como consequência direta, no crescimento económico. A água potável para consumo humano é essencial à vida, daí que previamente ao abastecimento desta deva ser realizado um controlo laboratorial da sua qualidade”.

Article 1 paragraph 2 defines the water category.:

- Água destinada ao consumo humano distribuída por sistemas de abastecimento público de água;
- Água destinada ao consumo humano com origem em poços, furos e nascentes;

And article 2 provides the following definitions for the parties.:

- Água destinada ao consumo humano, toda a água no seu estado original, ou após tratamento, destinada a ser bebida, a cozinhar, à preparação de alimentos, ou a outros fins domésticos e higiene pessoal, independentemente da sua origem e de ser, ou não, fornecida a partir de uma rede de distribuição ou de viaturas de transporte (autotanques);
- Autoridade Competente, a entidade com competência pela supervisão da qualidade da água distribuída através de sistemas de abastecimento explorados e geridos por entidades gestoras;
- Controlo da qualidade, o conjunto de ações de avaliação da qualidade da água realizadas, com caráter regular, pela entidade responsável pela gestão do sistema de abastecimento público de água, com vista à manutenção da sua qualidade em conformidade com as normas estabelecidas legalmente;
- Entidade Gestora, a entidade de direito público responsável pela exploração e gestão de um Sistema de Abastecimento Público de Água através de redes fixas ou de outros meios de abastecimento de água, no âmbito das atribuições de serviço público.

The economy and the means of subsistence of the Timorese people are dependent on the sub-terranean water resources which, in turn, are sensitive to climate change. The sub-land water resources are re-abused by the pluvial delivery during the humidity station, proportional to its storage for use throughout the year. Generally in Timor-Leste, we can find water everywhere. But the bottom of the water is considered the purest for consumption by the communities. The bottom of the water is a great resource that is more than all the water found in rivers, This important resource is often ignored, but almost 97% of the fresh water in the ground is underground water, except for the ice water in the glass. Water is also often more accessible and accessible to many communities in Timor-Leste and is used for domestic purposes, agriculture, and industry. The amount of underwater available for use in Timor-Leste depends on the level of water discharge to an equation and access to the underwater may vary between time and place.

National Water Resource Management Policy

In Government Resolution N.0 42 / 2020, of 23 October, the national policy for the management of water resources was defined by 2030. In the preamble, paragraph 1.1 defines the purpose of the document as follows. ne'e: "Trata-se de um documento de orientasaun e informação para as autoridades públicas, gestores de recursos hídricos e todas as entidades envolvidas na elaboração e implementação de legislação, regulamentação, políticas, estratégias, planos e ações de gestão dos recursos hídricos da República Democrática de Timor-Leste.."

In addition, paragraph 1.2 defines the responsibility and rights to be stated.: "A Constituição estabelece que é o Governo que define e implementa as políticas gerais do país, incluindo a política de gestão

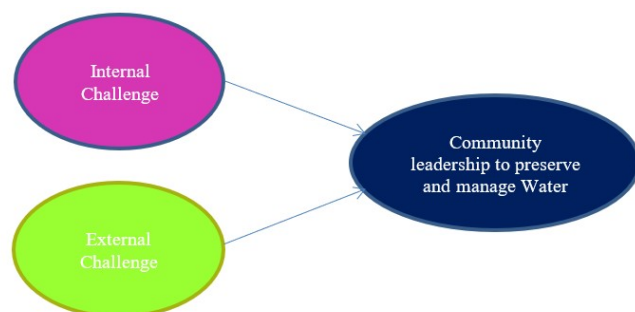
dos recursos hídricos, em consonância com os princípios e normas que a mesma consagra". In paragraph 1.3 the scope of the National Water Resource Management Policy is defined.: "Esta Política abrange toda a água existente antes de entrar num sistema de abastecimento público, salvo especificação em contrário. A Política estabelece os princípios de gestão e proteção dos recursos hídricos em defesa do interesse nacional e das gerações vindouras, fornecendo orientações para a criação de estruturas administrativas, institucionais e de gestão de recursos hídricos." An essential part is provided for in paragraph 1.4.1 which states community participation in the management of water resources and access to water.: "Atualmente, as decisões relacionadas com a partilha dos recursos hídricos em Timor-Leste são tomadas, sobretudo, ao nível da comunidade local, sendo pautadas por fortes relações culturais e espirituais com a água. Em grande parte do país verifica-se uma baixa incidência na procura de recursos hídricos a nível individual, sendo a abordagem comunitária da gestão da água, geralmente, suficiente para a determinação da forma como o recurso deve ser partilhado e para a resolução de eventuais conflitos decorrentes.

In part 2, paragraph 2.1 defines the principles for the management of hydro resources with the same assumptions.:

- Gestão adaptativa de recursos hídricos:
- Acesso universal à água:
- Proteção dos recursos hídricos:
- Solidariedade entre gerações:
- Gestão integrada de recursos hídricos:
- Princípio da prevenção.:
- Princípio da precaução.:
- Correção de danos e impactos adversos:
- Responsabilidade do Estado e dever do cidadão:
- Participação na gestão dos recursos hídricos.:
- Valor económico da água:
- Soberania:
- Cooperação internacional: "A água é um recurso essencial para a vida humana, para o crescimento económico e para a sobrevivência dos ecossistemas dela dependentes. A água possui valor social, económico, ambiental e cultural, mas constitui um recurso limitado que deve ser gerido de forma integrada e preservado em prol das gerações presentes e vindouras, devendo ser partilhado equitativamente entre todos os consumidores. A Constituição da República Democrática de Timor-Leste consagra o direito do povo de Timor-Leste a beneficiar da utilização dos recursos naturais do país, mas estabelece tambem as responsabilidades da geração atual em relação à preservação desses recursos, salvaguardando a possibilidade de as gerações futuras poderem beneficiar dos mesmos".

CONCEPT FRAMEWORK

According to Martin W. Bauer & George Gaskell, "the researcher must have or have developed a theoretical framework or concept that can guide his investigation and identify the central concept that influences the related variables." Theoretically, the theoretical framework used in this research is the challenge for community leaders to preserve and manage water (Study Case Study in Hatugau Village, Lete-four Administrative Post, Ermera Municipality).



Explanation

1. Challenges (internal: leadership capacity, leadership patterns, and styles, human resources) faced by community leaders influence water conservation and management.
2. Challenges (external: nature, financial, and power centralization) faced by community leaders influence the conservation and management of clean water.
3. Internal and external challenges influence community leaders to preserve and manage clean water in the village of Hatugau.

RESEARCH METHOD

According to Crotty (A paradigm is an instance or philosophical standard that will guide the research method. Currently, there are two key paradigms in the existing research in the areas of qualitative (phenomenological) and quantitative (positivist) Administration, both of which will guide the school and the application of research methods. Currently, in this research, the researcher uses a qualitative paradigm.

The Type of Research: The three types of research are defined here, namely: exploratory, descriptive, and explicative. The basis of this theory is that researchers decide whether the type of explicative or explanatory research is a type of research to collect and collect information or data that will be taken from the research site, namely conducting a first interview with the community leader with his / her directorate, and the second to community members (correspondents) or beneficiaries of clean water in the villages belonging to the village of Hatugau. This type of research is a guide in analyzing and seeking to understand and explain the causes and effects of the population that have identified the basis for the research title determined by the case study method which means an empirical investigation that investigates the phenomenon today to find out the context of real life, especially if the limits between the phenomenon and the context are not clearly defined.

The Type of Data: The type of data used in this research is a qualitative method, which the office acquires through means such as interviews, documentation, and direct observation in the research. For example, only through this way can the researcher know more about the problem at the research site so that the hypothesis solution may be the same as the above.

Source of Data: The truth of research should come from the main sources that are the subject or target of the research. Currently, in this research, the office uses data from two sources:

- a. Primary Data
- b. Secondary Data.

Yin (2010, in Amarolinda? col etc. al) highlighted several important points for data collection work in conducting a case study, namely: the use of a variety of sources of evidence, rather than a single source, but one that is converted in relation to the same set of facts, the creation of a data bank for a case study, that is, there must be a formal meeting on the evidence that we find during the study, and ultimately a framework for the study, that is, the explanation of the link between research issues, data collected and conclusions. The data collection was carried out by the observation group and the researchers were controlled by the central seminar. The main techniques used were collective interviews at the workplace or workplace and individual interviews. The location of the investigation and the individual or group of students with the function of the sampling plan with statistical control or with intended criteria. The data collected by the office is through: interviews, observations, and documentation. The following is the definition of each technique. (Interview) (Documentation)

Data Analysis Techniques: Finally, "if the research method we use is a qualitative paradigm, we will likely go to a large volume of data, which can be collected through documents, interviews, observations, films, etc. These will be in the form of weighting, son, image and need to be organized and handled in detail and to manage reliable information about what we have researched." According to the author, there are three specific techniques for qualitative data collection: content analysis, speech analysis, and final conceptual map analysis.

Content Analysis: The content analysis is returned to qualitative data, formed from the weighting of the documents, interviews, reports, and open answers to the questionnaire. It can also be used to handle image or sound documents. "The content analysis is organized in three stages, namely: pre-analysis and analysis of materials, treatment of findings, and indifference and interpretation.

Speech Analysis: The author defines "the discussion analysis as a data analysis technique that contains language, individuals and a situation or context. From a presuppose that through language, the individual who participates in the research builds a speech that is always charged with its intention and ideology, as well as the discourse builds society, that is, the discourse encourages and manages the type determined by the action and social context" 61. First, it should be explained that speech refers to the form of conversation or communication, understanding materialists derived from interviews, interviews, and all types of weights. According to Orlandi, the analysis of this speech is a language issue. It is possible to "problem the way of reading, bringing the subject of the reader or reader to the question of what is produced and what is heard through different language situations." Therefore, the analysis of speech is a contribution to strengthening reflection and interpretation of human communication. The content analysis seeks to find a sense of weighting to answer the question: what does the text mean?; what is the interest of what it does? In contrast, from the content analysis, the speech analysis considers that language is not transparent or professional. The discussion analysis does not seek to find a single sense in the final. The question proposed is: what does this mean and how? "

Conceptual Map: "Conceptual maps, can be called metal maps, are diagrams created by an individual or group, which express their unique ways of understanding a concept, interaction between concepts or joints of a data" 64. These are tools to represent how we interpret determining a concept, weight, situation, or content. A conceptual map is a useful tool for analyzing qualitative data, allowing the synthesis of researchers' interpretation of data, using sufficient words, but showing the interaction between concepts. As experts say, "a figure is not more than a minimum of words: *uma figura fala mais do que mil palavras.*

Verify Data Validity (Triangulation): In qualitative research, data is verified as the main effort to prove the scientificity of the work to prepare and test its validity from triangulation. Therefore, the verification of the validity of the data is a measure of its scientificity. Therefore, Lexy J. Moleong added that "the verification of the validity of the data is an inseparable part of the structure of qualitative research science, and the validity of qualitative research used is a triangulation of data that can be used outside of the data to compare it with research data" 65. Data validity tests are carried out on data or information that has not been able to be done using statistical tools. The validity test is carried out with the aim that the truth obtained is not only subjective but must be objective, and intersubjective by the stakeholder. The researcher used the inspection triangulation model through the source, comparing and reviewing the degree of reliability obtained from different sources. "Denkin's scholars define that triangulation is an accumulation or combination of several methods used to find out the phenomenon and the number that is linked by different means or perspectives."

Triangulation involves four essential parts:

- The triangulation method is done with a comparative model of information or data of different types. Therefore in qualitative research, researchers used interview, observation, and survey ways.
- Triangulation between researchers is done in a way of collecting and analyzing data.
- Triangulation of data sources, with data collected from sources of credibility, we look for the truth with various methods.
- Triangulation theory, the final result of the research is to formulate or diagnose and cross-check with relevant theory so as not to cause failure in the outcome.

Stage of Work in the Field: The initial phase carried out by the researcher is the identification of the geographic area of the research site and the beginning of the research in the area is determined by confidence and confidence. In addition, the following elements are considered to be well prepared by the researchers working in the field: research schedule, research method, data collection instrument, research location point, and data collection rigor.

RESULT AND DISCUSSION

General description of the research object: Previously, the description of the location or location of the research was extracted from the data on the profile of the Hatugau Village which the researchers obtained from the village administration when conducting the research process in the village. Suco hatugau is one of the eight sucos belonging to the Lete-four Administrative Post, Ermera Municipality. About 10 km from Letefoho. When walking on foot you need to travel at 1: 30 hours and 45 minutes if you travel by car or transportation. So located on the mountain, it makes a fresh environment with a beautiful passage in the village.

Presentation of Research Data: Currently, through this research data, researchers can identify the challenges faced by community leaders in the village of Hatugau in order to preserve and manage water for their communities, their strategy, management, and their leadership in cooperation with their council and with the government. Therefore, in this section of the discussion, the researcher will make an explanation of the research data presented by the informant through the interview path during the field research, so that the researcher will use it to approach or test the problems identified and formulated in the previous chapter, namely:

- Internal challenges (the capacity of leadership, administrative management, and human resources) affect or make it difficult for community leaders to manage clean water for the community.
- External challenges (natural factors, financial factors, and power centralization) make it difficult for community leaders to manage clean water.

Internal challenges affect the supply and human resources process. This section will present interviews focused on internal challenges that affect community leaders to preserve and manage clean water in the village of Hatugau.

(Successary Head of the village, Mr. Michael M. Saramento, on 19 / 072023, at 11: 00 pm)

"The water resources in the village are sufficient because although we are on the mountain, thank you for having a number of water sources that can sustain the lives of the population in the village, and then the process of establishing clean water supply in my village was the first time that I had been given the mandate but previously the previous chief also conducted the process and always asked the government to establish clean water for the people because, since the long term, there has been no general water supply for the people in

the village. As for the technical, we have no one to take the course in the channeling area, nor have anyone to take care of the clean water. Therefore, throughout the entire process, we have worked with the population, and I am happy that my people are working in the work. "

Have all the population of all the households in the village had access to clean water from the established supply of clean water?

The village chief added: *"The village of Hatugau is composed of six villages, and the six villages have all established clean water supply, and no one has been given the right to be a people."*

The village chief's response above, when conducting an interview with the Chief of the Sauria Sub-Village, Mr. Belarmino Afonso, said, *"It is true that six villages in our village, including my village, have already established clean water but the problem is that many of my population do not have clean water because distribution is not good, those who are close to the central tank sometimes use more water and only destroy us who are far away. This has caused many people to cry out and have to walk far away to get water, which has made it difficult for school children because in the morning water does not have to walk far to get water and then go to school late. "* (Sumber 2 / 7 / 2023, 9: 30 hours at the village head's house)

The above village chief's argument was also reinforced by Mr. Fernando Saramentu, as the population said: *"The six villages have already had a clean water center but many of the population still have difficulty accessing clean water."* (Sumber 22 / 07 / 2023, 10-15 hours)

The village chief's concern, previously, was that *"it is true that those who live far away may not be able to get water in the morning because only those who are close to using uncareful water have opened all the tonsils so that they are less far away."* From the information presented by the informants, it is indicated that although the establishment of clean water in the village has been available, many of the population still do not have access to clean water. During the work, the population cooperates in working. Part of the resources do not have technical knowledge in the area of channeling.

Capacity, models, and leadership styles

(Successary Head of the village, Mr. Michael M. Saramento, on 19 / 072023, at 11: 00 pm)

"For all the work to go well as a chief, we must approach the people and the council, communicate and cooperate with the village chiefs, the staff, and the lia-nation, in a program, we must have a meeting to discuss and hear their opinions from all the kamados. Therefore, I am a person who does not want to do everything alone and hides because we rule over the people, and to have faith must be honest. " (in accordance with the administration staff at Mr. Januario Soares, 19 / 07 / 2023, 14: 00 at the village headquarters)

"The village chief always communicates with me and the village representatives to make a program, and he always guides how to provide good services to the population."

On 22 / 07 / 2023 at the village headquarters, the Chief of Vila Sub-Village, Marcos A. Soares.

"The village chief listens to others, and when there is a government or NGO program he always communicates with us And the village chiefs are clean during his term of office when the community demands a solution. "

From the statements about leadership capacity, it can be said that the leadership capacity of the village chief and his leadership model is not in doubt, with cooperative, communicative, and democratic character.

Strategic Management of Water Management in Hatugau Village: The village chief, Mr. Michael All that I have done during this time is always in accordance with the guidelines and competencies that the

law has given me. The following are some of the management or strategies I have used, the preparation of management plans to manage clean water for the population to reach remote areas, the preparation of criteria to guide the population, and together with the lia-main they carry out a tara ban on people not cutting trees and burning land, so that we can preserve the water that offers us clean water. The distribution of the clean water is then to be achieved but those living close to each other, five houses above using a tank, and those who do not use a torney, two or three joint torneys that draw close to each other. To fill clean water should be an initiative of every citizen because, in the villages and villages, there is no individual to do so. "

"The program that I have been doing has always been done with the advice and with the people and with the needs that exist, and we have done so." After that I always with the board directly supervise the sources of water available and with the lia-main they always carry out tara-bands so that people do not cut down a piece of wood. However, the conservation of clean water should be initiated by some citizens because there is no suco staff to control it. In terms of management, water is distributed to each household, but if a large number of houses are used together, a tank is used. Criteria for placing a household tank should be 5 to ten. To the new households they have to come to the village chief and bring them to the village after we have just made a request. "

The staff of the Administration, Januario Soares, stated that "the village chief always has several plans to bring the aspirations of the people to the government. Making proposals, and plans in the areas of health, education and one that has been achieved is clean water and clean water distribution criteria. "

(The Head of Rialau Sub-Village, Mr. Antonio dos Santos said on 24 / 07 / 2023, at 13.30 pm)

"The management of the distribution of clean water has been good but in our village, it has not been good because we have not yet received enough clean water, for reasons the can is not enough, and we have told the village chief but we have not yet received a response. We had to walk far away from the water supply, those who were close to the tank were living well because they could use water to plant vegetables and crops, and we who did not access water were difficult to do. "

It can be said that although administrative capacity and management are good, it is necessary to improve because some have not yet access to water and some opportunities for participation have not yet been good.

The difficulties faced in the Hatugau

(Successor Head of the village, Mr. Michael M. Sarmento, on 19 / 072023, at 11: 00 pm)

"The difficulty we face is that first, we don't have a technical person to provide the area of channeling because we are calling someone we need to have funds, second, we don't have funds because there are no incentives from the population, how to ask for incentives or contributions if there is no authorization from our central government, and the clean population is suffering from further contributions. However, in order to improve the sneezing of the channels, a voluntary contribution from the beneficiaries should be requested. Third, there is no modern machine to fill automatic water to reduce the damage to clean water. "

(Representative of Youth Man,...

"As a young person is happy that our village is also provided with the PNDS programmer to help draw water to all the population in six villages but the problem is that in our village there are no technical people who can carry out maintenance when the water channels are damaged or broken and therefore there is a need to be technical in the

area of channeling. There are no people to take care of, so it is difficult to fill the water tank because some are waiting for the right use and some are working properly. "

On 26 / 07 / 2023, at 10-15 pm at home, the Chief of Kailiti Sub-Village,

"The need is to modernize the same machine in the Church of the mountain, fill the automatic water so that it does not damage the water so that only some of the water flows in the last head of the tank." but to buy these machines we have no money because there are no incentives from the people. The majority use free water. "

(The Women's Youth Representative,

"Lolos in the village and in the village should have a staff or technical staff in charge of maintenance, and it is necessary to schedule the use of clean water, not those at the center of the water use, and others who live far away do not get water." In our village, the center is done but often some of our brothers going to follow. Therefore, effective socialization is needed for them to understand. "

The village chief stated that "the process of establishing clean water from PNDS has socialized information and rules for water use but because everything is oral, our people often do not obey it."

From the above information, it is necessary that technical staff are needed in the village, that clean water supply machines be modernized, and that a strong rule be made to regulate the distribution and use of clean water in the village. However, the people must contribute to the completion of the needs of community leaders. It can be said that these difficulties are an internal challenge for community leaders to preserve and manage clean water.

External challenges affect community leadership to preserve and manage clean water

This section will focus on external difficulties that make it difficult for community leaders to preserve and manage clean water. There are a number of external factors but the researchers only limit them according to what the informants put forward in the field: environmental factors, financial factors, and ultimately the competence of the central government to local leadership.

Factors of Nature

(Successary Head of the village, Mr. Michael M. Saramento, on 19 / 072023, at 11: 00 pm)

"It is often during the rainy season but it is often clean when the weather is like a big wind so it is damaged and in some villages, it is difficult for the population to access clean water, some have to drink the rain. On the other hand, in the evening there is very little water if the use of careless water is too much water, so if it is too long, some villages have less total water. It is even more difficult if people burn the ground and cut down a piece of wood, it affects the eyes of the water. "

(The Lord Luir Afonso said on 28 / 07 / 2023, at 9: 30, at his house).

"Nature offers us a variety of things, but if we destroy it first, cut down the wood, and burn it down, it will harm us ten times as much. Because of this lack of water, the population is not careful to cut down the wood. "

On 29 / 07 / 2023, at 14: 00, at his home, Mr.

"In our village because of the coffee tank, the rain and the wind were great, the broken tank and the channels were broken. When our village is dry, it is forced to walk far away to look for clean water. "

(Prucisca Maia, a student in the village of Kailiti, on 30 / 07 / 2023, at 11: 30 a.m.)

"The ban is not enough, it is necessary to have a strict law to punish people who burn the ground and cut down a piece of wood because it affects the clean water that everyone needs for daily consumption."

Financial Factor

(Successary Head of the village, Mr. Michael M. Saramento, on 19 / 07/2023, at 11: 00pm)

"We have only received assistance from the PNDS program in the area of clean water since independence. However, the budget allocation has not been achieved until now. Every year we hear the government rectify big money but we hear only the number of money, we don't get the money. We really need a budget to help us improve the needs of the people, for example, to make sanitation, to maintain bad channels, and to facilitate the people, but until now we have not found it. Made several proposals but no positive response from our government. "

(The head of the village of Rialaun, Mr. Damião de Deus, said at 3 pm, 10 am: 30pm)

"In relation to the money we have not received any financial assistance from the government to help us to carry out any programs that can help us to There has been no excess since independence until now, the aid of the PNDS has been no more. "

(Pedro Maia, the population of Vila Sub-Village, said on 3 / 07 / 2023, 14.30 hours at home)

"We require village chiefs and village chiefs to repair water, and roads but the guitars are clean without a budget, they are trying to make many programs and proposals but if the government does not approve the patient we cannot make mistakes. The government should allocate the budget so that they can do something for our people."

Centralization of power by the central government

(Successary Head of the village, Mr. Michael M. Saramento, on 19 / 07/2023, at 11: 00 pm)

"The centralization of national power is a problem, the people have given us power but everything is centralized in the central government with a long and heavy bureaucracy. In the end, we just have to wait for them, something before we come is the rest. If so, when we are in the field, we have the competence to work with the people. The solution is that the decentralization policy must be carried out so that the budget can be obtained directly to meet the needs of the people immediately, especially the people who need urgent things such as water, roads, electricity, and health. If we already have the power and budget, we can recruit technicians in the areas of water, fire, and health. "

(Riaheu village chief,

"We were chosen by the people, but we had no power to do anything, all of which was paid to the government, only the budget and not allocated to us on the ground. Therefore, we were found to be guilty by the people, but we had no power. If we are to carry out this decentralization, we are happy that we can also access the state budget to meet the demands of the people directly."

Analysis of research findings

From the data presented in this research, the researchers analyzed the reality of the factors that are a challenge for community leaders in the village of Hatugau, where the following are stated in the first chapter:

Internal challenges (X1) affect community leaders to preserve and manage water sources (Y)

The results of the interview on the internal factors that affect the capacity of the community leaders of the Hatugau Village, which consist of leadership capacity, models, and leadership style are positive because the Suco Chiefs of Hatugau and his council always work hard, cooperate with each other and cooperate with all social groups and the people in all situations and conditions that lead to the development of the people. The situational leadership model is a guide for the village chief of Hatugau. In the following leadership style, Suco Chief Hatugau adopted a democratic leadership style because he always consults and engages with all the programs both internal and government programs. He always met to discuss with his council and with the people to find a good measure before implementing the program. In terms of administrative skills, the Suco Chief Hatugau always does everything with the legality or legal procedures set out in the decree-law on community leaders with their competencies. All its programs are made transparently, and accountability is ordered by law. In terms of management capacity, Hatugau village chiefs always plan management in all programs, especially in the area of clean water. Therefore the distribution of clean water to the community is always balanced and in accordance with the established criteria.

It can be said that at the level of capacity, leadership patterns, leadership styles, administration, and management are less likely to affect the conservation and management of clean water. This means that there are negative indications that do not affect their work. With the internal mode, the factors that impact the suco chief Hatugau to maintain and manage clean water are human resources, especially the appropriate techniques for maintaining clean water; lack of incentives from the population or beneficiaries of clean water; people-dependent mentality because it does not want to contribute to good maintenance of what the government has done; lack of automatic equipment to fill water and manage water; therefore, this part has an indication that it really affects the suco chief Hatugau to manage and preserve clean water. It can be concluded that there are internal challenges and factors that affect or influence the Suco Chief Hatugau in the conservation and management of clean water.

External challenges (X2) affect community leaders to do Water Management (Y)

This section shows that external factors such as natural disasters and climate change, financial factors and centralization of power by the central government with a long-term and heavy bureaucracy affect or hinder community leadership in Hatugau suco for the conservation and management of clean water. Therefore the researchers concluded that the external factors mentioned above greatly affect community leaders in the village of Hatugau to maintain and manage clean water in their village.

Implications of Research Results

The survey found two implications for the challenges of community leadership in the village of Hatugau to preserve and manage clean water, namely theoretical and political implications.

Theoretical implications: The theoretical implications of this research are that, in the first place, the capacity, modules, and leadership style of the Hatugau suco community leaders show that there is a capacity and commitment to work for the people because clean water is a universal right of every citizen as defined by the UN and is provided for in our RDTL Constitution. The situational leadership model is a determining factor in serving the population in all conditions and situations and the democratic leadership style becomes a culture in the village of Hatugau to cooperate, communicate, and motivate each other in the community service of the village of Hatugau. For all administrative acts to go well, everything is to be done in accordance with the law. Therefore, community leaders in the village of Hatugau always make everything based on the legal procedures provided for in the Mother Law and decree-laws on community leaders. In addition to the good distribution of clean water and the balance of all households, the Suco Chief Hatugau has always made programs and management plans and

criteria to guide the population in the use of clean water in six villages that are part of the Suco Hatugau. Finally, although there are a number of internal challenges such as human resources or channeling techniques, natural disasters and lack of automatic machines for the proper distribution of clean water, community leaders in the village of Hatugau are always motivated to motivate their population on the initiative to continue to care for what the government through the PNDS has established in their village. This shows the positive leadership of a village chief, in fact, what James M. Kouzes and.

Practical Implications: The practical implications of this research are that community leaders in the village of Hatugau show their practical and realistic political will in their leadership capacity, leadership patterns, and styles, administrative acts, and management plans to face challenges that are both internal and external in all processes of conservation and water management for their communities.

Enclosed

CONCLUSION

The results of the research entitled "The challenges of community leadership to preserve and manage Water and Mo os" with its delimitation "the case study in Hatugau Village, Lete-four Administrative Post, Ermera Municipality," which focuses on two problem diagnoses:

- Internal challenges influence community leaders to preserve and manage clean water. In the first part, which focuses on internal issues such as leadership capacity, leadership patterns and styles, water resources, and human resources, the results of the analysis show good results in terms of leadership capacity, models, and leadership styles, but in terms of water resources, human resources, especially in terms of technical issues, are a serious challenge for community leaders.
- External challenges influence community leaders to preserve and manage clean water. The second is the external challenge that focuses on the factors being the challenge of climate change, financial factors, and power centralization, where the results of the research data analysis show that the influence or even the extreme challenge for community leaders in the conservation and management of clean water in their villages.

The findings show that the researchers have conducted research and examined, with the majority being a challenge for community leaders in Hatugau suco to preserve and manage clean water.

Suggestion

The research findings, which show that there is a strong and strong influence on community leaders to preserve and manage clean water, show that the researchers put forward the following suggestions:

- a. To the village chief: the community should Cooperate with the government to modernize water conservation and distribution machines to facilitate the efficiency and effectiveness of clean water services. Mobilizing community awareness to avoid government dependence, that is, what you can do does not need to ask the government.
- b. To the village council: it is necessary to work with the village chief to overcome all the challenges that hinder the process of conservation and management of clean water. Help village chiefs to
- c. For the community: seek to be a good citizen to use water with responsibility and care in order to be sustainable for the next generation.
- d. To the government: in order for community leaders to do their best, it is necessary to carry out decentralization to decentralize administration, fiscal, and policy to the local government, as well as community leaders in the lower community, in order to have their own power, financial strength and competence to meet the needs of the people in the community directly and immediately.

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