

Developing The Potential of Tourism Villages from The Perspective of Reinventing Government in Kesiman Kertalangu

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ABSTRACT

This study explores the development potential of tourism villages from the perspective of Reinventing Government in Kesiman Kertalangu, East Denpasar, Bali. The research highlights the importance of regional autonomy and community involvement in enhancing tourism sectors to improve local welfare. By applying the principles of Reinventing Government, the study aims to identify strategic approaches for optimizing tourism village potential, focusing on government innovation, community participation, and effective management practices. The research employs a qualitative descriptive method with a case study approach to analyze the implementation of Reinventing Government principles in Kesiman Kertalangu Tourism Village. Data were collected through interviews, observations, and document reviews to assess the alignment between government practices and entrepreneurial governance. Findings reveal that 9 out of 10 Reinventing Government principles are effectively implemented, including catalyst government, results-oriented governance, and decentralized government. However, the mission-driven government principle remains unfulfilled due to budget constraints. Key supporting factors include natural attractions and cultural uniqueness, while challenges involve inadequate human resources and limited funding. The study concludes that Reinventing Government principles significantly contribute to tourism village development, offering a model for other regions. Recommendations include improving budget flexibility and enhancing human resource capabilities to sustain growth. The research implications extend to policy-making, advocating for collaborative governance and community empowerment in tourism development.

KEYWORDS Tourism Village Development, Reinventing Government, Community Empowerment, Regional Autonomy



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INTRODUCTION

The Indonesian government, in its national development plan, launches regional development starting from the *desa* (village) (Denhardt, 2017). This is supported by Law No. 14 of 2014 concerning *Desa* which provides autonomy for

villages to carry out budget and government functions through the disbursement of village funds (Hood, 2011). The implementation of this program is carried out as a long-term and medium-term plan so that the country can be built gradually from the village. Essentially, village development is built based on the potential and needs of the village itself in accordance with the aspirations of the village community (Ida, 2023).

Village communities have an obligation to encourage and be actively involved in various activities in the implementation of village government, village development, community development, and community empowerment. Village development is a series of efforts carried out within the village with the aim of improving the standard of living and welfare of the village community. This aligns with the principle of village autonomy in accordance with the *Undang-Undang Desa* (Village Law).

The purpose of granting regional autonomy and village autonomy is so that local governments throughout Indonesia can take care of and manage their own households optimally (Judissen, 2017). This means that the regions can develop their potential, be independent in the administration of government, and provide excellent services to the community (Dwiyanto, 2015). The success of the implementation of regional autonomy can be achieved with full support from all aspects in the country, namely the government, the community, and the private sector. They must have a shared commitment to achieve the main goal, which is the prosperity and welfare of the people. People's welfare can be realized through the development of sectors of excellence owned by each region. One of the sectors that can be developed is the tourism sector (Badan Pusat Statistik Provinsi Bali, (023).

Tourism development must start from the regional level because each region has different tourism potentials and attractions. The local government also has diverse development strategies to attract tourists. Local governments are required to innovate and provide programs or policies that are able to improve the tourism sector in their regions. This is in line with Law Number 23 of 2014 concerning Regional Government, which gives autonomy to local governments to regulate and manage their own areas. Responsible autonomy is the authority given to the regions to carry out duties and obligations in order to achieve the goal, namely improving services and community welfare (Ratminto, 2005). Based on this, it can be concluded that tourism development is an obligation of the respective local governments.

The Bali Province area is one of the provincial areas whose main source of income is in the field of natural and cultural tourism. The development of tourism in the region, especially in Bali, is an important endeavor so that the Balinese people can live and develop along with their culture, traditions, and economic income. The development of tourism in Bali after the Covid-19 pandemic has increased

significantly because Bali is one of the most popular tourist destinations for both domestic and foreign tourists.

Seeing the development of tourists coming to Bali increasing every year, the Denpasar city government, as one of the urban areas that is the main access for tourists on vacation to Bali, must also carry out innovations so that the arrival of tourists to Bali can have a direct impact on improving people's welfare. The innovations carried out must be in accordance with the potentials that are worthy of development so that they can attract tourists to come because the city of Denpasar is an urban area (Mahmudi, 2017; Meliala & STIE Ottow Geisler Serui, 2020; Pasolong, 2011; Ratminto, 2015; Siagian, 2015; Todaro & S. S. C., 2016).

One of the potentials that is worthy of development in the village is in the form of a tourist village. With the development of *desa wisata* (tourism villages), they become more empowered and developed because, apart from integrity and maintaining nature preservation with the development of tourism villages, it can also provide jobs for village communities in the management of their tourist villages. Tourists who come can then enjoy the natural beauty, art, and culture of the local community in the village. With the development of tourism villages, the Denpasar City government carried out a series of coaching and training about Tourism Villages to villages that have the potential to be developed into tourist villages (Nuryanti, 2011; Suwena, 2010; Satori & K. A., 2014; Suwardi, 2015; Yanto Niode, 2012; Nurman, 2015).

This is done so that foreign and domestic tourists can enjoy the beauty of nature and traditions not only in remote areas of Bali but can also be enjoyed in cities such as the city of Denpasar, which is able to provide a choice of destinations through tourism and cultural villages. One of the developments of tourist villages in the city of Denpasar is the cultural tourism village of Kesiman Kertalangu, which has been designated as a cultural tourism village based on the Decree of the Mayor of Denpasar Number 25 of 2008 concerning the Determination of Kesiman Kertalangu Village, East Denpasar District, as a Cultural Village. The Kesiman Kertalangu Cultural Tourism Village is interesting to research because this tourism village has entered the national level in the competition for the development of tourist villages in the city of Denpasar (Hadjon, 2015; Philipus M. Hadjon, 2015; Moleong, 2014a; Moleong, 2014b; Satriajaya, 2018; Arifah & Azizah, 2022; Aeni, Ekhsan, & Tanjung, 2019).

The educational tourism in question is the use of 80 hectares of rice fields which are used as a jogging track area for tourists, the implementation of agricultural programs and education on how to farm and garden as tourist attractions through the TeBa Majelangu Tourism object, the provision of the folk handicraft industry and the products of people's plantations as souvenirs for tourists, and the provision of various kinds of village culinary specialties available in the Kesiman Kertalangu Cultural Tourism Village area. In addition, the existence of

the Kesiman Kertalangu tourist village is one of the solutions to the needs of urban communities such as the city of Denpasar so that people and tourists who visit the city of Denpasar can get beautiful green land that can still be enjoyed through the jogging track area or by conducting educational tours in TeBa Majelangu. The existence of this tourist village is managed directly by *Bumdes* which is funded from village funds, which has a positive impact on village income and the development of village potential and can absorb labor, and the surrounding community gets direct benefits, namely through the sale of garden and agricultural products when tourists visit the tourist village (Heru Wijayanto, 2021.)

In 2023, the total number of tourists who come to Kesiman Kertalangu Tourism Village will reach 147,070 people, which is increasing every year. Many investors in the tourism sector have built other facilities in Kesiman Kertalangu Tourism Village, namely the construction of the Peace Gong as one of the icons of peace for nations around the world, which is symbolized by the creation of gong-shaped temples, golf course facilities, and shopping centers for local and Balinese arts in the form of Balinese souvenir malls.

The interesting thing about Kesiman Kertalangu Tourism Village is that it is not the same as other villages because each village has unique potential and has its own characteristics. The unique thing about Kesiman Kertalangu Tourism Village compared to tourism villages in other areas is that this village is the only tourism village that carries the theme of nature education tourism, namely with attractions in the form of livestock and farming learning for school children who rarely or even never see the process of farming and gardening because the agricultural area in the city is getting narrower. Therefore, through this educational tour, Kesiman Kertalangu Village is the only village that carries an educational tourism village in the Province of Bali, which plays an important role in inviting young people to return to nature and love nature, and because of this, this tourism village is able to win national-level awards in the development of tourist villages.

Because of this, the Denpasar City government in general and the Kesiman Kertalangu Village Government in particular are required to innovate and have a special concept in introducing and developing the potential of tourism villages for the welfare of the community. This is in line with Law Number 10 of 2009 concerning Tourism, which states that tourism development resources and capital are intended to increase the prosperity and welfare of the people. Kesiman Kertalangu Village has a wealth of natural and cultural resources which are capital that needs to be utilized optimally through the implementation of tourism activities. The development of tourism in this village is expected to increase the economic growth of the village community. In addition, the tourism sector also has a positive effect on increasing the Village Original Income (*Pendapatan Asli Desa* or PAD) of Kesiman Kertalangu Village (Fatikha Annisa Citra, 2017).

The concept of tourism village development is considered very important because through this concept, village governments can identify well the advantages and disadvantages of their village effectively and efficiently. Therefore, a concept is needed where bureaucratic officials and government officials must position themselves as public servants who are able to compete and are ready to face challenges. This concept must also be able to create an organization that is able to improve effectiveness and efficiency, both now and in the future.

The development of tourism villages is in line with the concept of Reinventing Government, where the government can be entrepreneurial to be able to meet the needs of the bureaucracy. The purpose of Reinventing Government is to foster bureaucratic attitudes and behaviors that are innovative, adaptive, controlled, and community-oriented. According to David Osborne and Ted Gaebler in the book *Entrepreneurship of the Bureaucracy* (2011), Reinventing Government is a transformation of the government organizational system to increase the effectiveness, efficiency, and ability of employees to innovate (David Osborne dan Ted Gaebler, 2010). This transformation is achieved by changing the goals, systems, responsibilities, power structures, and organizational culture of the government (Fandeli, 2012). The reform means changing the bureaucratic system to a more entrepreneurial system, so that the government is ready to face challenges and be able to improve effectiveness and efficiency. Based on this, this study tries to propose a strategic approach to develop tourism villages with the concept of Reinventing Government. This is because the tourism sector needs the government's understanding of market mechanisms so that it can be in demand by many customers (KEPMEN PPN Tim Kostra Pembangunan Desa Terpadu, 2021).

According to the concept of Reinventing Government, the Kesiman Kertalangu Village Government must be able to innovate in tourism development, especially in the Cultural Tourism Village. One way to develop tourism villages is to streamline government management, namely by applying management practices that are commonly carried out in the private sector into the government sector. The concept of Reinventing Government has 10 principles, namely: government as a catalyst, community-owned government, competitive government, mission-driven government, results-oriented government, customer-oriented government, entrepreneurial government, anticipatory government, decentralized government, and market-oriented government (Keban, 2018).

The background of the researcher is interested in researching the concept of Reinventing Government because this concept provides innovation and new thinking in developing tourism villages. This concept applies business values into the government, so it is expected to bring positive changes to the development of tourism in Kesiman Kertalangu Village. Based on the description above, the research took the title *Development of Tourism Village Potential in the Perspective*

of Reinventing Government in Kesiman Kertalangu Village, East Denpasar District, Denpasar City.

This study examines the implementation of reinventing government principles in developing the tourism potential of Kesiman Kertalangu Village, East Denpasar, focusing on two key questions: (1) how the village government applies reinventing government approaches in tourism village development, and (2) what supporting and inhibiting factors influence this process. The research aims to analyze the practical application of these governance reforms while identifying key enablers and challenges, ultimately seeking to understand how innovative government practices can enhance local tourism development in this specific context.

The findings are expected to provide dual benefits, contributing both to academic knowledge and practical applications. Academically, the study offers insights for public administration science, particularly in understanding governance innovation at the village level, while serving as a reference for future research. Practically, the results aim to assist various tourism stakeholders by providing actionable recommendations for implementing reinventing government principles in village tourism development, potentially improving policy formulation and implementation strategies for similar tourism villages across the region.

RESEARCH METHOD

The location of the research is the place used for the study. The research location is in Kesiman Kertalangu Village, East Denpasar District, Denpasar City. This location was chosen because of several considerations, including:

1. Kesiman Kertalangu Tourism Village is a *desa wisata* (tourism village) that has been able to compete at the national level by ranking in the top 10 in the tourism village competition.
2. The researcher is interested in program innovations carried out by the Kesiman Kertalangu Village government related to the development of tourism village potential.
3. It is the only village in the province of Bali that has developed an educational tourism village.
4. The pattern of developing the potential of tourism villages is interesting to be researched from the perspective of *Reinventing Government*.
5. There are still interesting driving and inhibiting factors to be researched.

This research applies a qualitative approach with descriptive and exploratory types of research. This is because the findings were not obtained using statistical procedures or calculation forms (Strauss & Corbin, 2013:4) in (Hasan et al., 2019). In this regard, qualitative research is the choice of the researcher, which is felt to be very suitable considering that this study will describe more the phenomenon of

public service governance, the role of organizations (communities), social movements, or reciprocal relationships.

According to Arikunto (1991:195) in (Hasan et al., 2019), exploratory descriptive research aims to describe the state or status of phenomena. In this case, the researcher tries to describe things related to the state of something. Thus, in this study, the researcher will try to describe things that are related to the state of something. This research will apply a type of research, namely research using case studies. The type of case study research includes an in-depth and contextual analysis of similar situations in other organizations; in this case, the nature of the problem is similar to the problem experienced today. Case studies are basically the intensive study of an individual or group that is seen to have experienced a certain case.

In qualitative research, the description of the phenomenon being studied is built based on the perspective and experience gained from informants or research participants. This method allows researchers to explore dimensions that might be missed in a more structured research approach. The purpose of selecting this method is to gain a deep understanding of the phenomenon being studied. Researchers can gain insights into the meanings, values, and beliefs underlying the behavior and actions of individuals or groups. Thus, qualitative research can make a valuable contribution in understanding the complexity of the social world and building knowledge that is more contextual and socially relevant (Moleong, 2014a).

RESULT AND DISCUSSION

Implementation of 10 Principles in the Perspective of Reinventing Government in the Development of the Potential of Kesiman Kertalangu Tourism Village.

As the author describes in the background of the research, Kesiman Kertalangu Village has potential tourism objects in the form of a Tourism Village through the establishment of Teba Majelangu educational tourism. Teba Majelangu itself presents natural tourism and cultural tourism, namely in the form of traditional agricultural culture in Bali. Seeing the existence of this educational tourism is one of the ways the village government maintains the preservation of nature and the preservation of agricultural culture and plantations and livestock in Bali. In addition, this tourism sector is also closely related to other sectors such as arts, communication, religion, trade, agriculture, law, and transportation. Therefore, the growth of tourism, especially the development of tourist villages, can contribute to improving the community's economy, especially in increasing entrepreneurial opportunities and increasing opportunities for job openings for the community. And in the end, it can increase Village Original Income (PADes) and can improve the welfare of the Village Community.

Law of the Republic of Indonesia Number 6 of 2014 concerning Villages, especially Article 26 Paragraph (2), regulates the authority of Villages in the field of Village Government implementation. In the article, it is stated that "Village authority includes authority in the field of implementing Village Government, implementing Village Development, Village community development, and empowering Village communities based on community initiatives, rights of origin, and village customs." With this, the village government is given the authority to implement its own government so that the goal of this Law is to create a village community that is civil or able to take care of itself and can optimize every opportunity that exists in the village for the progress of the community together. The concept of Reinventing Government in developing the potential of Tourism Villages in Kesiman Kertalangu Village is a form of implementing the bureaucratic entrepreneurship process. This means that the village government is given the right and responsibility to make and build innovation and creativity in its area for the development of the village itself. Village government entrepreneurship is a way of reforming the government system that has transformed the business system in private companies into a local or village government system.

The perspective of bureaucratic entrepreneurship, which in this case is the development of tourist villages in Kesiman Kertalangu Village, can be seen in the following aspects:

1) Catalyst Government

A catalyst government is a government that is supported by development strategies and strategic policies from the village government to develop the potential of tourist villages (Burhan, 2013). The government plays a guiding role so that the development of the potential of this Tourism Village can achieve the desired target. Based on the vision and mission of the Head of Kesiman Kertalangu Village, the village government is committed to making Kesiman Kertalangu Village a tourist destination area and developing the village as a cultural village. In addition, the establishment of Teba Majelangu as a tourist destination established by the Village government in 2020 provides a starting point for the development of an education-based tourism village packaged through various attractive packages that can increase the experience and unique impression for tourists who visit Teba Majelangu.

2) Results-oriented government

The government is results-oriented, in this case the government must emphasize the final results or outputs obtained rather than focusing on the mechanism. In this case, Kesiman Kertalangu Village gets results in the form of an increase in the number of tourists who come, environmental sustainability is increasingly maintained, and the level of economic growth around the tourist area is increasing. The data on tourist visits every year continues to grow, making the

income from this business also increase. This can also increase the number of village PAD because business ownership is capitalized by the village government so that the village government gets a share of the business results of 30% of the profit. And 70% for BUMDES as tourism village managers (BUMDES Desa Kesiman Kertalangu, 2023). This has been stated in the 2020 Village/Perdes Regulation concerning Teba Majelangu Educational Tourism Villages.

3) Customer-Oriented Government

Customer-oriented government is in the implementation of its services, the government or in this case Kesiman Kertalangu Tourism Village carries out its tourism activities by paying attention to the needs and interests of customers who in this case are tourists. The importance of this customer-oriented principle is to increase the level of satisfaction and add more experience for tourists in visiting this Tourism Village. During the process of running this tourism village, there are several innovations and improvements made by the management of the Tourism Village to be able to meet customer needs. One of the things that was built from the beginning of the formation of the tourism village through Teba Majelangu was:

- a. The creation of educational areas and rest areas as well as the fulfillment of basic needs such as parking lots and toilets as well as canteen areas to buy food
- b. Land creation of a new rest/bale wantilan rest area in 2024
- c. Construction of stages/stages for the performance of the event
- d. Creation of a booking website for online reservations

The programs and development as described above are programs that have been implemented from 2022 to 2024 which are budgeted through village funds and realized in accordance with the village priority scale. The facilities available in this Tourism Village are quite complete because there are several buildings and areas ranging from plantations, places to learn to cook, livestock kennels and livestock feeding tours, as well as rest areas and toilets that are good.

4) Entrepreneurial government

An entrepreneurial government is a government that emphasizes entrepreneurial activities and injects business capital to the community in the form of providing capital so that the community can develop its business and the government can benefit from the provision of capital. In the development of the tourist village in Kesiman Kertalangu Village, the village government from the beginning of the design was indeed designed by the village and the village head as a program and budget directly from village funds. Starting from the process of land leasing, making designs, to the construction of this tourist village is funded by the village government through village funds. In addition, until now capital participation related to the construction of buildings and repairs whose total funds are above 10 million, the budget is directly sourced from village funds but still goes through the village deliberation process first. In this case, the village government

from the beginning of its formation and until now in the process of its development, the village government has routinely injected funds to support the fulfillment of this tourist village facility. This is done to support the management of this tourist village so that it can continue to develop so that in the end it can improve the economy of the village community and can also increase the number of village PAD which in the end this PAD is also used for the benefit of the village community itself.

5) Anticipatory government

Anticipatory government means a government that anticipates the weaknesses of programs or policies and then makes certain regulations to be able to anticipate these problems so as not to cause losses in the future. This anticipatory attitude needs to be done so that every worst possibility can be known in advance and a strategy is determined from the beginning to be able to minimize the damage that occurs. As for the Kesiman Kertalangu Village government in the management of tourist villages, there are indeed several threats in the future that can have a bad impact on the sustainable development of tourist villages.

6) Decentralized Government

A decentralized government is a government that authorizes members/community institutions to implement their programs. As for the management of tourism villages, the Kesiman Kertalangu village government gives authority to bumdes for its management, this is in accordance with Perbekel Regulation No. 7 of 2019 concerning Tourism Villages. The management and management system is completely handed over to the bumdes and for the implementation of the sustainable program is supported by the village government. From this, it can be seen that the Kesiman Kertalangu village government has given its authority to bumdes as a form of decentralization. This can be seen through the structure of bumdes as follows:



Figure 1. Organizational Structure of Bumdes Kerta Sari Utama

Source : Profile of Kerta Sari Utama Bumdes in 2023

The position of the village head I Made Suena, ST at BUM Kerta Sari Utama Village is as an advisor to the manager, while the performance of the manager is supervised by the Supervisory Board as many as 3 supervisors. Supervision also supervises advisors and advisors can be one of the controlling factors for both managers and supervision. Until the relationship between advisors, managers and supervisors is not broken or takes care of each other.

7) Market-Oriented Government

Market-oriented government is a government that is more of a facilitator or investor for businesses that have grown in the community. The government is highly expected to be able to form strategic market conditions or shape the environment so that the market can operate efficiently as well as ensure the same quality of life and economic opportunities. With the existence of this tourist village, indirectly the village government has built a market mechanism because in it there is demand and supply. The Village Government takes advantage of agriculture-based village opportunities as a tourist attraction and utilizes agricultural land opportunities in the middle of the city as an attraction for people around the city to visit to enjoy the fresh air from the existing rice fields.

Supporting and Inhibiting Factors for the Development of the Potential of Kesiman Kertalangu Tourism Village

The driving and inhibiting factors in the development of tourism potential, in this case the tourism village, are faced with two aspects, namely internal factors and external factors. Internal factors are factors related to internal matters in the Kertalangu Village Government, Bumdes, to the management of this tourist village, both in terms of leadership, human resources and natural resources, available budgets, and infrastructure.

Meanwhile, external factors are related to the external environment outside the Kesiman Kertalangu Village Government, Bumdes, and Tourism Village Managers, both tourists who visit and local and central government policies related to tourism development and factors that affect nature-based tourism.

Internal and external factors certainly greatly affect the performance of the village government in the management of this tourist village, if the village government and the management fail to manage strategic issues both in the internal and external scope, then the development of tourism potential will not run well and is less conducive. To understand and discuss further related to the factors driving and inhibiting tourism development in Kesiman Kertalangu Tourism Village. In general, the obstacles and problems faced in the development of Kesiman Kertalangu Tourism Village are as follows:

- 1) Human resources are still inadequate in terms of the lack of qualified human resources in the management of professional tourism village management, language skills from human resources, and the ability to manage finances.
- 2) The limited village fund budget to support the construction of supporting facilities and infrastructure for tourist attractions takes a long time to realize.
- 3) The lack of domestic and foreign investment in the development of Tourism Villages so that tourism development is not optimal, especially in increasing the rides of dishes in this Tourism Village.

Analysis of Factors – Supporting and Inhibiting Factors for the Development of the Potential of Kesiman Kertalangu Tourism Village

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a. Internal Factors

1) Human Resource Performance

In relation to the performance of Human Resources (HR). There are several things that need to be analyzed and improved. The main problem of human resources in Kesiman Kertalangu Tourism Village is the lack of adequate human resource skills in terms of professional management of tourism village management, language skills of human resources, and the ability to manage finances. In addition, working time in Tourism Village offers flexible time so this is an advantage in itself when employees decide to work in this tourism village. So employees, especially those who have families, consider this policy good considering that many of the employees who are married and are lazy to move to work again because here they have offered flexible time. However, with this

flexible work system, it sometimes makes the organization look less professional because employees or employees are allowed to go in and out without the same working hours every day. However, this was enforced because the Tourism Village was also unable to pay the salaries of its employees with the salary of the Denpasar City UMR, so such a work system was created.

2) Leadership Factors

The next factor that is an important factor in the development of village-based tourism of mini-style educational tourism is the leadership factor. The leadership factor plays a crucial role in the development of tourism village programs because effective leaders can move communities, manage resources, and create sustainable visions. So this leadership factor is very important for the sustainability of this tourist village. The role of leaders is very important in the development of this tourist village. Because leaders play an important and crucial role in driving the vision and mission of the business.

This leadership factor is important and the problems that occur when there are weaknesses in leaders, namely lack of coordination between stakeholders, exploitation of resources without sustainability, lack of community participation due to lack of trust. So that transformational leadership (inspiring, visionary, and adaptive) is the key to the success of tourism villages. Without competent leaders, programs tend to be stagnant or do not have a significant impact on the welfare of citizens.

3) Available Budget

From the results of the analysis, the budget is also one of the most important aspects for the development of tourism potential. Because without a budget, the performance of the Tourism Village in the management of tourism assets will not run smoothly. So far, in the development of tourist villages, it only depends on the Kesiman Kertalangu Village Budget. From the budget, to carry out a program and activity is still considered adequate, but if the budget is used for the repair and construction of infrastructure facilities massively and continuously, it will not be enough and it will seem that the program that will be carried out will be slow. Because what commonly happens is that the process of disbursing funds from this APBDes is late, thus hindering the effective and efficient implementation of the program. Therefore, there is a need for cooperation with the private sector and local communities who can be invited to invest in financing the improvement of facilities and infrastructure that are not sufficiently duplicated from the Kesiman Kertalangu Village Government Budget. This collaboration can be in the form of a Public Private Partnership (PPP) in the form of Build-Operate-Transfer (BOT).

b. External Factors

1) Regional Competition for Tourist Destinations

Kesiman Kertalangu Tourism Village is strongly supported by the surrounding natural potential, namely the existence of rice fields and agricultural fields covering an area of 80 hectares. The natural scenery and coolness of this tourist attraction make this tour very much needed by urban communities such as the city of Denpasar. Attraction in the form of natural beauty and natural scenery certainly requires consistency and cooperation from all parties. These parties are farmers who have agricultural land and cultivate their farmland every day as a form of direct tourism or attraction to visitors. As well as cooperation with all components of the community, the private sector, and also the local government to want to maintain the green land in Kesiman Kertalangu Village (Apriyanto, S. D., Fitriaty, F., & Indrawijaya, S. (2023).

The existence of the location of Kesiman Kertalangu Tourism Village which is in Denpasar City where Denpasar City is more famous for culinary tourism and beach tourism in the Sanur area, this is a challenge for Kesiman Kertalangu Village in increasing its competition and competitiveness (Norisa Retno, D., & Miftahul Huda, 2024). In terms of competitiveness and competition based on data on visits to tourist areas around Denpasar City, Kesiman Kertalangu Tourism Village is quite competitive. And the main rival of this area is indeed Sanur. Even so, Kesiman Kertalangu Tourism Village provides a different offer, namely the concept of natural tourism and interacting with nature. This type of tourism is indeed becoming a trend in the community both at the domestic and foreign levels (Andhita, 2020).

Efforts to establish a tourism village based on education with nature and traditional Balinese agricultural traditions are one of the ways Kesiman Kertalangu Tourism Village to attract the development of tourists today who want to get closer to nature. Kesiman Kertalangu Tourism Village has an attraction, namely a natural tourism village based on educational tourism which combines Balinese agricultural culture and Balinese livestock which has a philosophical meaning that every movement and activity carried out by the community in ancient agricultural times is a form of offering to God Almighty so that this can be a good attraction for tourists. Of course, with the attraction wrapped in a deep philosophical and spiritual meaning, this educational tourism village can compete and develop in increasing Bali tourism.

CONCLUSION

Based on the study of tourism development potential in Kesiman Kertalangu Village, East Denpasar District, from the perspective of *Reinventing Government* using a descriptive qualitative method, it was found that the village successfully implements 9 out of 10 principles of *Reinventing Government*—including catalyst government, community-owned government, competitive governance, market-oriented governance, results-oriented governance, customer-

oriented government, entrepreneurial government, anticipatory government, and decentralized government—achieving a 90% alignment. The only principle not fully realized is mission-driven government, primarily due to budget constraints and delays in the *APBDes* (village budget) approval, which slow innovation and development. The village's strong natural and cultural assets, particularly its unique educational tourism combining Balinese agriculture and livestock with deep philosophical significance, serve as key drivers attracting tourists. Future research is suggested to explore strategies for overcoming budgetary and administrative barriers to fully implement mission-driven governance and to assess the long-term socio-economic impacts of educational tourism on the local community.

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