



Implementation of the Principles of Efficiency and Transparency in Management of Local Original Revenue (PAD)

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Abstract

The implementation of efficiency and transparency principles in the management of Regional Original Revenue (PAD) is a crucial aspect of promoting good governance, particularly in the tourism sector. At the Department of Culture and Tourism of North Toraja Regency for the 2024 fiscal year, efficiency is reflected in the optimization of resources and the digitization of tourism retribution services, while transparency is demonstrated through public information disclosure and the preparation of accountable financial reports. However, efforts to develop the tourism sector as a driver of PAD remain constrained by several challenges, including limited funding, the absence of clear regulations on tourism retribution, and weak support for information system infrastructure. Additional technical barriers include uneven human resource capacity, complex asset management, and suboptimal coordination among stakeholders. To address these issues, the Department has formulated responsive strategies, such as strengthening financial literacy, establishing coordination forums among regional work units (SKPD), enhancing accounting-based information systems, conducting regular monitoring, and providing technical training for staff. Overall, the effectiveness of implementing efficiency and transparency principles is determined by institutional synergy, modernization of financial management systems, and shared commitment in managing local revenue potential in a sustainable manner.

Introduction

To achieve regional development, support from the central government, local governments, and all levels of society is required, both directly and indirectly (Ashari et al., 2026; Rhianazala et al., 2026; Bz, 2026). One of the central government's strategic policies in supporting development is the implementation of regional autonomy. Through this policy, regional governments are granted broad authority to manage government affairs, from planning and implementation, to supervision, control, management, and utilization of their potential resources (Kader et al., 2025; Amakiri & Arugu, 2025). Implementing regional autonomy naturally requires significant costs, so one way to meet these costs is by optimizing Regional Original Revenue (PAD). According to Mulyadi (2011), PAD is a primary source of revenue derived from internal regional potential that can be developed to support development (Imtinan et al., 2026; Setyoko et al., 2026; Susiani & Hanifa, 2026).

Regional financial management reflects the institutions and financial governance of regional governments (Mediaty et al., 2025; Aulia et al., 2025; Olatinsu & Eke, 2025). This process encompasses planning, implementation, supervision, and financial accountability by relevant

officials according to their positions and authorities. Similar to the central government, regional financial management is aimed at maximizing the prosperity of the people (Dick-Sagoe et al., 2025; Azwar et al., 2025; Ayuningtyas et al., 2025). In practice, the community, through the Regional Representative Council (DPRD), plays a crucial role in approving the Regional Revenue and Expenditure Budget (APBD) proposed by the regional government and overseeing its implementation. This aims to prevent misuse or embezzlement that could potentially harm regional and public finances (Awale et al., 2025; Arthur et al., 2025; Sari et al., 2025).

The government budget serves as an economic policy instrument that supports growth, stability, and income distribution (Abbasov, 2025; Gozaly et al., 2025; Nasution et al., 2022). Therefore, the preparation of the Regional Budget (APBD) must be based on certain principles to maximize benefits for the community while preventing irregularities. Universal principles in budget preparation include: (1) transparency and accountability, (2) budget discipline, (3) fairness, (4) efficiency and effectiveness, and (5) budget format. Of these five principles, transparency and accountability are the most crucial. Transparency means the openness of public information regarding financial management, while accountability emphasizes the importance of accountability for all state administration activities to the public in accordance with laws and regulations. With this principle, the public can participate in overseeing the management of regional finances.

Before the financial reform through the enactment of Law Number 17 of 2003, Law Number 1 of 2004, and Law Number 15 of 2004, provisions related to transparency and accountability of regional financial management had been regulated in Government Regulation Number 105 of 2000 and Government Regulation Number 11 of 2001. These regulations demonstrate the government's political commitment to strengthening financial management towards good governance (Adekoya, 2023; Friday, 2023; Atarwaman et al., 2026). In addition to local revenue (PAD) from taxes and general levies, the tourism sector is also a significant source of regional income. Salah (2003) emphasized that successful tourism development can increase regional revenue and community welfare. North Toraja Regency, for example, has unique natural and cultural tourism potential, attracting both domestic and international tourists. However, the COVID-19 pandemic from 2019 to 2022 caused a significant decline in tourist visits and significantly impacted regional revenue.

The tourism sector is one of the industries most impacted by COVID-19 due to mobility restrictions, destination closures, and global lockdown policies. Data shows a sharp decline in foreign tourist visits in 2020–2021 (Wijaya & Mariani, 2021; Utami & Kafabih, 2021). The impact extends to various related sectors, such as transportation, hospitality, food and beverage, and trade. According to Badrudin (2001), Community Tourism Development (CTD) is crucial for local governments to gain opportunities for taxes and levies from the multi-sectoral tourism industry. Spillane (1987) also emphasized that tourist spending in destinations creates a multiplier effect, increasing local income through restaurants, hotels, transportation, and souvenir sales. Therefore, tourism needs to be made a leading sector to drive regional economic growth and strengthen local revenue (PAD). Overall, tourism sector revenues declined from the 2019 to 2022 fiscal years due to activity restrictions and the closure of several tourist attractions due to the spread of the Covid-19 virus. The largest increase occurred in 2018, amounting to Rp. 3,177,941,600, with revenue from tourism coming from tourist attractions. This indicates that the tourism sector's contribution to Regional Original Income (PAD) declined from 2019 to 2022. One component of Regional Original Income (PAD) is retribution. The retribution referred to in this study is retribution from the tourism sector (Afdhal et al., 2026; Akbar et al., 2026; Sari & Mustari, 2026). Tourism retribution serves as a source of

regional income. Increasing the number of visitors to tourist attractions will increase regional income (Tnome et al., 2026; Lestariza & Bahtiar 2025; Maharani et al., 2023).

Methods

Research Method

This study employs an empirical juridical method, which integrates legal principles with field-based observations of their implementation in practice. The purpose of this method is to describe actual activities and phenomena that occur in day-to-day governance and public service management. The empirical juridical approach allows the researcher to explore, investigate, and collect relevant data directly from the field while simultaneously analyzing them in light of legal and management frameworks.

The choice of this method is based on several considerations. First, it enables the analysis of how principles of efficiency and transparency are implemented in the management of Local Own-Source Revenue (Pendapatan Asli Daerah/PAD) at the Department of Culture and Tourism of North Toraja Regency. Second, it facilitates an examination of efforts to increase PAD through the development of the tourism sector. Third, it helps identify the internal and external factors influencing the implementation of efficiency and transparency principles in PAD management.

This method is considered highly appropriate because it provides opportunities for direct observation of how efficiency and transparency are applied in practice, rather than relying solely on normative or theoretical assumptions. Through this approach, the study seeks to generate practical strategies and applicable recommendations that can optimize the management of PAD while simultaneously addressing the challenges encountered in real-world implementation.

Approach Method

Since this research uses an empirical juridical type, the socio-legal approach (yuridis sosiologis) is applied. This approach examines legal and managerial problems by linking them with empirical realities in the field. It allows the analysis to extend beyond normative legal aspects, capturing the dynamics of social behavior, governance practices, and contextual factors that affect the application of efficiency and transparency in PAD management.

Specifically, the socio-legal approach in this study serves two objectives. First, it analyzes the application of efficiency and transparency principles in PAD management at the Department of Culture and Tourism of North Toraja Regency. Second, it evaluates the effectiveness of budget management in the Regional Revenue and Expenditure Budget (APBD), particularly at the Regional Financial and Asset Management Agency (BPKAD). The approach further assists in identifying obstacles faced by regional authorities, especially in implementing efficiency, transparency, and effectiveness, in the development of the tourism sector as a key contributor to PAD.

Research Location and Period

The research is conducted at the Department of Culture and Tourism of North Toraja Regency. This location is chosen because it plays a strategic role in PAD management, particularly in the tourism sector, which constitutes one of the main revenue sources for the region. The institution is responsible for implementing government programs and initiatives directly linked to the management and optimization of PAD.

Thus, the Department of Culture and Tourism is considered highly representative for this study, as it provides access to both policy-related and operational aspects of PAD management. The research period spans from December 2024 to April 2025, allowing sufficient time for data collection, interviews, documentation, and analysis.

Types and Sources of Data

Primary data is obtained directly from the field through interviews with key informants and stakeholders at the Department of Culture and Tourism of North Toraja Regency. This data focuses on the implementation of efficiency and transparency principles in PAD management, providing firsthand insights from officials and staff directly involved in planning, execution, and evaluation of policies. Primary data is regarded as authentic since it originates from direct sources with practical experience and authority over PAD management. Secondary data serves as complementary support to primary findings. It is sourced from literature reviews, academic journals, books, legal documents, regulations, and relevant online resources. This type of data helps provide a theoretical and regulatory foundation, ensuring that the analysis is grounded in both empirical evidence and academic discourse. Secondary data in this study is collected through three main techniques: (a) literature reviews at the Documentation and Information Center of the Postgraduate Program at Universitas Fajar and the University Library; (b) online browsing for news articles and additional sources; and (c) conceptual studies on efficiency and transparency principles in PAD management.

Data Collection Techniques

This is conducted through in-depth interviews with respondents who are directly related to the management of PAD. The interviews follow a semi-structured approach, where a set of guiding questions is prepared beforehand but flexibility is given to respondents to elaborate further based on their experiences. This approach ensures both consistency and richness of information. To enhance accuracy, the interviews are recorded and supported by field notes. This involves library research and document analysis. The researcher reviews existing literature, policy documents, and statistical records relevant to PAD management and tourism development in North Toraja. These sources provide additional perspectives and strengthen the findings from the primary data.

Informants

The Head of the Department of Culture and Tourism of North Toraja, who provides strategic and policy-level insights into PAD management. Field staff and experts involved in tourism program implementation, who share operational experiences and practical challenges. Community members, tourism entrepreneurs (such as accommodation providers, transport operators, and restaurant owners), and visitors to tourist attractions. These groups provide external perspectives on the effectiveness and transparency of tourism-related PAD policies.

Data Analysis Technique

The data analysis employs a qualitative descriptive method. Primary data obtained from interviews are transcribed, categorized, and interpreted systematically to identify patterns, themes, and relationships. The analysis is aimed at describing the real application of efficiency and transparency principles in PAD management.

Meanwhile, secondary data from literature and documents are analyzed using legal and theoretical analysis, especially regulations and theories relevant to governance, public financial management, and tourism development. By combining both sources, the study achieves a

comprehensive understanding of PAD management in North Toraja, reinforcing empirical findings with theoretical insights.

Result and Discussion

Implementation of the Principles of Efficiency and Transparency in the Management of Local Own-Source Revenue (PAD) at the Department of Culture and Tourism, North Toraja Regency

The principles of transparency and accountability in managing the Regional Revenue and Expenditure Budget (APBD) of North Toraja Regency for the fiscal year 2024 can be analyzed through several theoretical approaches as outlined in the literature review. According to Van Meter and Van Horn (in Agustino), implementation is the action of individuals, officials, or groups, both governmental and private, directed toward achieving policy objectives. In this context, the implementation of transparency and accountability principles is carried out by the Department of Culture and Tourism of North Toraja Regency by referring to Article 3 of Law No. 28 of 1999 on State Administration that is Clean and Free from Corruption, Collusion, and Nepotism (KKN).

Transparency is applied through mechanisms such as *Musrenbang* (development planning forums) to accommodate community aspirations, the publication of financial data on the department's official website, and providing access to financial information for stakeholders. Meanwhile, accountability is realized through the preparation of financial reports based on accounting standards in line with Law No. 1 of 2004 on State Treasury, using quarterly reporting systems that are strictly monitored. Delays or inaccuracies in reports are sanctioned by postponing budget disbursements.

In administrative law, there are four forms of government legal acts: decisions (*beschikking*), planning (*plan*), derivative norms (*concrete normgeving*), and quasi-legislation (*pseudo-wetgeving*). The management of the 2024 APBD in North Toraja has followed this framework, as evidenced by: Planning realized through the preparation of the Draft APBD (RAPBD), Derivative norms through Regent Regulation No. 35 of 2012 on APBD Elaboration, Legislation through Regional Regulation No. 18 of 2012 on APBD, Decisions through the appointment of the Department of Culture and Tourism as one of the budget-managing regional work units (SKPD).

According to Bagir Manan, authority is the capacity granted by legal rules to perform certain actions that produce legal consequences. Based on this theory, the authority to manage regional finances lies with the Regional Financial Management Officer (PPKD). The Department of Culture and Tourism of North Toraja Regency, therefore, has the authority to realize its allocated budget in accordance with existing regulations.

Good governance emphasizes synergy between the state, the private sector, and civil society. Government is required to ensure security, manage effective public structures, and promote economic and social development. Its core principles include professionalism, transparency, accountability, effectiveness, efficiency, rule of law, and democracy. In managing the 2024

APBD, the Department of Culture and Tourism of North Toraja Regency has applied these principles. This is reflected in community participation through *Musrenbang*, cooperation with the private sector in managing regional assets, and public access to financial information. Thus, financial management increasingly supports the realization of clean, transparent, and accountable governance aligned with the vision and mission of North Toraja Regency. Moreover, *Pendapatan Asli Daerah* (PAD), as the main source of funding for development and public services, must be managed efficiently and transparently. Efficiency ensures the optimization of resources without burdening the public, while transparency enhances public trust through openness of information.

Principle of Transparency in PAD Management

Transparency in the management of Local Own-Source Revenue (PAD) aims to prevent budget misuse, strengthen government accountability, and build public and investor trust.

The implementation of efficiency and transparency principles in PAD management is crucial for increasing regional revenue, reducing budget leakage, and enhancing public confidence in local government. Through the optimization of taxes and levies, the digitalization of revenue systems, and the openness of public information, local governments can achieve better and more sustainable financial governance.

PAD is a primary source of funding for local governments to improve community welfare. Among the sectors with significant potential to contribute to PAD is the cultural and tourism sector. Therefore, the application of efficiency and transparency principles in PAD management within the Department of Culture and Tourism is essential to increase regional revenue while ensuring accountability.

The implementation of these principles in PAD management at the Department of Culture and Tourism is vital to improve local revenue, minimize budget leakage, and enhance public trust. With revenue optimization, system digitalization, information disclosure, and strict supervision, the cultural and tourism sector can become a significant and sustainable contributor to PAD.

In an interview with the Head of the Finance Subdivision of the Department of Culture and Tourism, North Toraja Regency, it was explained that transparency and accountability have become key components in managing the Regional Revenue and Expenditure Budget (APBD) for the 2024 fiscal year:

“We apply the principle of transparency by ensuring that all planning and budget implementation processes are conducted openly. For instance, financial planning is carried out through Musrenbang, which involves all stakeholders, including the public. In addition, financial information is regularly uploaded on the department’s official website, so it can be accessed by the public at any time.”

The informant further explained that accountability is carried out through disciplined, accounting-based financial reporting in accordance with Law No. 1 of 2004 on State Treasury:

“Financial reports must be submitted every three months by all divisions and subdivisions. If there are delays or reports that do not comply with the regulations, the sanction is clear: budget disbursement may be postponed or even rejected.”

From the perspective of implementation theory, this policy represents a concrete form of state decision-making, as emphasized by Van Meter and Van Horn:

“What we are doing is the implementation of policies already regulated by law. We ensure that all budget use is aligned with the principles of clean government.”

From the standpoint of administrative law, the informant emphasized that the legal regulations serving as the operational basis are firmly applied:

“We refer to Regional Regulations and Regent Regulations. Specifically, Regional Regulation No. 18 of 2012 and Regent Regulation No. 35 of 2012 govern budget management, and all our actions are based on these regulations.”

Regarding authority, the informant stated that the Department of Culture and Tourism has a clear mandate:

“As an SKPD, we have the authority to realize the budget according to plan. But of course, there is strict supervision from the Inspectorate, Regional Parliament (DPRD), and the Audit Board (BPK).”

Furthermore, the informant highlighted that the principle of good governance is strongly emphasized in financial management:

“We don’t work alone. In the Musrenbang process, the community, private sector, and government work together to design priority programs. This is a real example of participatory and transparent good governance.”

Regarding PAD, the informant also outlined strategies for efficiency and transparency in managing the tourism sector:

“We have developed an e-ticketing system at tourist sites, adopted QRIS and digital wallets, and rented out cultural assets for commercial purposes without compromising cultural values. All transactions are recorded in a financial dashboard that can be monitored in real-time.”

In terms of efficiency, efforts have been made to maximize levies without burdening the public:

“We digitalized payment systems, integrated tourism management information systems, and adopted digital promotion strategies so that costs are minimized while impacts are maximized.”

On transparency, the informant added:

“We publish financial reports on the official website and are even exploring the use of blockchain to ensure transparency in levy transactions. We also provide complaint channels for the public to participate in monitoring.”

In addressing challenges, the informant acknowledged the limitations of technology and resistance among staff toward digitalization:

“We admit that IT infrastructure is not yet fully developed. However, we continue to invest in systems and provide human resource training to adapt to change.”

The interview concluded with a statement that the application of transparency and accountability principles is expected not only to increase PAD but also to strengthen public trust in the local government:

“We want to show that the Department of Culture and Tourism can also serve as a model of accountable and transparent budget management. Ultimately, this is all for better public service and improved community welfare.”

Transparency and accountability have become the foundation of APBD management for the 2024 fiscal year. Transparency is implemented through public involvement in *Musrenbang*, online publication of financial information, and the use of digital technology in payment and budget monitoring systems. Accountability, on the other hand, is realized through disciplined accounting-based financial reporting, internal and external oversight, and sanctions for non-compliance. These policies are carried out in accordance with legislation and guided by good governance principles. Digital innovations are also applied to improve efficiency and PAD, though challenges remain, such as infrastructure limitations and human resource adaptation. Overall, the department strives to be a role model in transparent and accountable public financial management for the sake of better service delivery and community welfare.

The principle of efficiency in PAD management at the Department of Culture and Tourism, North Toraja Regency, is realized through resource savings in budget, manpower, and time in the collection of regional levies and the management of tourist sites. This efficiency is demonstrated in the adoption of digital management systems, the use of local human resources, and low-cost but high-impact promotional strategies.

Research by Edy Susanto and Marhamah (2016) states that efficiency in PAD management can be achieved through spending rationalization and the strengthening of internal control systems to minimize waste. Similarly, Ni Wayan Ratna Dewi and I Dewa Gede Dharma Suputra (2017) found that efficiency in direct expenditure is closely related to PAD growth, particularly when funds are focused on improving public service facilities.

Basri Zein (2016) also highlighted the importance of efficiency within the value-for-money framework, where every rupiah of local government expenditure must produce maximum output in revenue enhancement. This can be observed in the management of tourism events in North Toraja, which are not only ceremonial but also strategically designed to attract domestic and international tourists sustainably.

The implementation of transparency is reflected in the openness of the Department of Culture and Tourism in periodically publishing PAD realization reports to the public through government websites, social media, and community dialogue forums. Transparency is also embodied in the application of electronic ticketing systems and IT-based accounting systems.

Research by Meilita Lukitasari Anwar et al. (2016) shows that transparency is key to preventing irregularities and increasing public participation in local financial management. Likewise, Rosita Laranga et al. (2017) revealed that budget transparency positively influences public and business perceptions of local government credibility.

Furthermore, Muti'ah (2017) emphasized the importance of accountability and transparency in local financial reporting to improve policy-making quality and foster public trust. Meanwhile, Sumengge (2024) highlighted that information openness in the tourism sector serves as a major driver for clean and service-oriented PAD management.

The simultaneous practice of efficiency and transparency by the Department of Culture and Tourism of North Toraja Regency reflects the real application of good governance principles. As Rudy Badrudin and Irawan Kuncorojati (2017) noted, integrating efficiency and transparency creates a local financial system that is not only effective but also trusted by the public.

Hadi Sumarsono and Farida Rahmawati (2017) added that regions consistently applying efficiency and transparency tend to have healthier and more rational financial performance.

Similarly, Rondonuwu et al. (2015) found that efficient and transparent financial systems can stimulate the growth of potential sectors, including tourism.

Finally, as explained by Ani and Dwirandra (2024), transparency in PAD management is strongly correlated with the accountability level of local financial officials. In this respect, the Department of Culture and Tourism of North Toraja has demonstrated its commitment to maintaining public trust through open reporting and efficient allocation of tourism promotion budgets.

Efforts to Increase Regional Original Revenue (PAD) Through Tourism Development at the Department of Culture and Tourism, North Toraja Regency

Tourism development is a strategic effort to enhance the attractiveness of destinations in line with the vision and mission of national development. The direction of tourism development cannot be separated from Indonesia's National Cultural Policy, which emphasizes nation-building, strengthening unity, and fostering international relations. Tourism has become one of Indonesia's leading non-oil and gas sectors in generating foreign exchange. In addition to international tourists, domestic tourists also play a significant role as they stimulate hotels, restaurants, handicraft industries, and revenues from tourist attractions.

Tourism development must take into account environmental conditions and carrying capacity, with the aim of creating long-term interactions that benefit community welfare, environmental sustainability, and tourism development goals. Based on research findings and interviews, tourism development in North Toraja Regency still faces various challenges, even though efforts to develop tourist destinations continue to be pursued.

Findings show that human resources (HR) are an important factor in the tourism industry, serving as the driving force, creators of tourist experiences, and determinants of destination competitiveness. However, the quality of tourism HR in North Toraja Regency remains limited, leaving many destinations poorly managed. Although the region has significant tourism potential, supporting public facilities such as safety signs and emergency infrastructure remain inadequate. Tourism marketing by the Department of Culture and Tourism of North Toraja Regency has not yet been optimal. Promotion through print media and exhibitions has been carried out, but the distribution of brochures and leaflets remains very limited. Restricted access to tourism information has hampered promotional efforts, even though effective marketing is crucial to expanding market reach and attracting tourists.

Tourism information in North Toraja is still limited, mainly delivered through newspapers and social media, without broader outreach through television or radio. Wider utilization of communication technology is required to ensure that tourism information becomes more accessible to global audiences. Providing comprehensive, accurate, and accessible information benefits not only tourists but also governments and tourism stakeholders in formulating strategic policies. Tourism personnel in North Toraja exist in sufficient numbers but still require quality improvement and continuous monitoring. HR is a crucial factor, as direct interaction with visitors determines their experiences. The lack of skilled workers often results in neglected and poorly maintained tourism sites. Infrastructure is an essential prerequisite for tourism development, including road access, communication networks, clean water, electricity, sanitation, and healthcare facilities. In North Toraja, road access to tourist sites is relatively adequate, although development is carried out gradually due to budget constraints. However, infrastructure development still tends to be project-based, making it less sustainable. The lack of maintenance budgets also causes facilities to deteriorate quickly. Therefore, infrastructure improvement must focus on expanding basic networks (water, electricity) and upgrading public

facilities such as toilets, gazebos, and visitor seating. Tourism makes an important contribution to Regional Original Revenue (PAD). The North Toraja Regency Government continues to optimize PAD through various components such as local taxes, retributions, local business income, and other legal sources. Optimization of the tourism sector is expected to significantly increase PAD while strengthening regional autonomy.

Tourism has become one of the main focuses of North Toraja Regency Government due to its significant potential in driving community economic growth. The increase in tourist arrivals has a direct impact on economic activity through trade, hospitality services, and destination management. The primary goal of tourism development is to improve local community welfare through structured planning and policy. The arrival of tourists brings prosperity not only to local residents around destinations but also to tourism entrepreneurs. Thus, tourism benefits both visitors and host communities through the development of tourist objects, provision of facilities, infrastructure, transportation, and accommodation. This is in line with Rahayu (2015), who argued that the fulfillment of public needs through tourism facilities attracts more visitors, thereby improving local economies and PAD.

The Department of Culture and Tourism of North Toraja Regency plays a vital role in implementation. Tourism development must be carefully planned and comprehensive in order to achieve optimal benefits. One determining factor is the environment, both internal and external. Externally, accessibility and tourism facilities have improved but remain limited, creating constraints. Internally, the lack of skilled HR remains a significant challenge, reducing the effectiveness of tourism programs. Thus, effective coordination and management are needed to prevent inefficiencies.

The 2024 tourism strategy in North Toraja focuses on two main areas: destinations and tourism industry development, and tourism marketing and the creative economy. Most destinations are nature-based, so development planning emphasizes environmental preservation. Coordination is carried out intensively with various stakeholders, including destination managers, entrepreneurs, communities, and hotels.

Head of Department of Culture and Tourism, Matius Sampelalong, S.E., M.Si.:

“We have several flagship programs, including destination development and structuring, capacity building for tourism HR, and digital-based promotion. We also collaborate with stakeholders to strengthen a sustainable tourism ecosystem.”

Head of Tourism Destinations and Industry Division, Mada Pilla Pakonglean, S.Sos.:

“Our focus is improving basic infrastructure road access, cleanliness, public facilities (toilets, trash bins) and assisting villages in developing community-based tourism.”

On contribution to PAD:

“Tourism is a strategic sector. In 2024, it contributed around 17–18% of PAD through retributions, hotel and restaurant taxes, and annual events such as ‘Lovely December.’” (M.S.)

On marketing:

“We use social media, promotional videos, and collaborations with influencers. We also join national and international tourism expos.” (M.P.)

On challenges:

“Our main challenges are budget constraints, limited infrastructure, and low public awareness regarding cleanliness and hospitality.” (M.S.)

On community involvement:

“We encourage local participation through hospitality training, creative product development, and homestay programs. SMEs are empowered through cultural events and tourism markets.” (M.P.)

The commitment of the North Toraja Regency Government to tourism development is evident in its strategies to create an integrated tourism ecosystem. The government focuses not only on promotion but also on strengthening destinations, improving infrastructure, and empowering local communities. Tourism is recognized as a key economic driver with great potential, particularly in a culturally rich and naturally beautiful region like North Toraja. Through collaborative partnerships between government, private sector, and local communities, North Toraja has the potential to become not only a major regional tourism hub but also a nationally and internationally recognized destination.

Factors Influencing the Implementation of Efficiency and Transparency Principles in the Management of Local Own-Source Revenue (PAD) at the Department of Culture and Tourism, North Toraja Regency

In implementing the principles of transparency and accountability in managing the Regional Revenue and Expenditure Budget (APBD) in North Toraja Regency for 2024, the Department of Culture and Tourism faces several challenges stemming from both technical and non-technical aspects. On the transparency side, the main obstacle lies in the limited information system in use. The department’s website still operates as a subdomain of the regional government portal, with very limited data upload capacity. As a result, financial information that should be publicly accessible is not fully available. At the same time, the relatively high operational costs of digital infrastructure amounting to billions of rupiah per year make it difficult to optimize the information system. In addition, database management has not yet functioned effectively, often resulting in inconsistencies between planning, implementation, and reporting data.

Meanwhile, accountability issues are equally complex. The limited quality of human resources remains a major factor, particularly in units that lack adequate knowledge in preparing accounting-based financial reports. Reporting information systems that are rarely updated have also led to inconsistencies in the data presented. Financial reporting discipline, which should be carried out quarterly, is often not implemented properly; reports are frequently delayed, and in some cases prepared only to fulfill administrative obligations. Another significant challenge is the complexity of asset inventory. The large number of assets managed, combined with the involvement of third parties in their management, makes accurate data collection and asset recording difficult. To address these challenges, the department has formulated several strategic measures. First, financial transparency is promoted through socialization efforts aimed at both the Regional Revenue Agency (Bapenda) and the wider public. This is supported by the publication of an annual financial report book containing key information about budget management, designed for public accessibility. Second, the department involves multiple stakeholders in financial management to ensure better coordination and more inclusive participation. Third, a working team forum has been established as a space for coordination and aspiration sharing, while also serving as an internal oversight mechanism to keep programs on track.

In addition, the department is restructuring its database-driven information system to strengthen data integration and minimize duplication. On the reporting side, a mechanism of consolidated financial reports every three months is being implemented, accompanied by monthly monitoring of the performance of working teams. To improve compliance, sanctions are applied to units that are late in submitting financial reports, such as withholding budget disbursement. At the same time, human resource capacity is being improved through training in financial reporting aligned with accounting standards, as well as through the development of digital applications that enable faster and more efficient verification of financial reports without requiring constant face-to-face interaction. Through these measures, it is expected that APBD management within the Department of Culture and Tourism, North Toraja Regency, will become more transparent and accountable. The challenges faced ranging from technological limitations to human resource quality and reporting discipline can gradually be addressed with a systematic approach. Ultimately, these steps not only strengthen the implementation of good governance principles but also enhance public trust in regional financial management.

Looking deeper, the obstacles to implementing transparency and accountability in APBD management at the department are not isolated, but interconnected. The limitation of the information system, for example, is not merely a technical issue but also reflects weak institutional commitment to allocating sufficient budget for digital infrastructure development. Similarly, the low capacity of human resources in financial reporting is not only due to the lack of training but also the recruitment process, which has not fully prioritized competencies in public accounting. Asset management problems also highlight governance issues, where weak inter-unit coordination often leads to outdated asset data and differing perceptions during audits. Repeated delays in financial reporting further demonstrate that a bureaucratic culture focused on administrative compliance is more dominant than a genuine spirit of substantive accountability. Thus, the challenges encountered are rooted not only in technical aspects but also in structural and cultural issues within the organization, which require serious reform so that transparency and accountability are realized in practice, not just as formal requirements.

Conclusion

The management of Local Own-Source Revenue (PAD) at the Department of Culture and Tourism of North Toraja Regency reflects the integrated application of efficiency and transparency principles. Efficiency has been achieved through the optimization of resources and the digitalization of tourism retribution services, while transparency is realized through public information disclosure and accountable financial reporting. Tourism development initiatives aimed at increasing PAD in North Toraja Regency, South Sulawesi Province, have not yet been supported by a detailed tourism development program, largely due to budgetary constraints. Nevertheless, the Department of Culture and Tourism has undertaken various promotional activities through multiple communication media, invested in human resource development, and gradually improved infrastructure at existing tourist destinations. However, the absence of clear regulations regarding tourism object retribution has hindered the full utilization of these sites as sources of PAD. The government has, however, engaged in partnerships with local communities surrounding tourist attractions to support tourism development. The implementation of efficiency and transparency principles in managing PAD at the Department of Culture and Tourism of North Toraja Regency is influenced by both structural and technical factors. Key obstacles include the limited capacity of the official government website, the lack of reliable information system infrastructure, and suboptimal database management. In addition, the low quality of human resources across several regional

work units (SKPD), irregular updates of information systems, and financial reporting that is often inaccurate and delayed pose significant challenges.

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