

# Revenue Generation Program of Cities: Implementation, Effectiveness, Challenges, and Best Practices



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**ABSTRACT.** Tax revenue from local sources constitutes a major source of income for local government units. In the ASEAN, revenues suffered a sharp downturn, due to the pandemic. In the Philippines, the slowdown in economic activities increased unemployment and decreased local revenues. This study determined the extent of implementation of revenue generation programs in cities for the fiscal years 2019-2020 as assessed by 312 implementers and 411 stakeholders. It also assessed the effectiveness of the collection strategies employed and investigated the challenges encountered as well as best practices in implementing revenue generation programs. Using descriptive analysis, the results revealed that the implementation of the revenue generation program is to a great extent. Collection strategies employed were found effective. Three groups of challenges emerged; challenges common to treasurers and assessors, for assessors and challenges for treasurers. The best practice recommended is adopting the electronic payment system. Implementation of revenue-generation programs using effective collection strategies results in self-reliant cities.

## 1.0. Introduction

Revenue generation is necessary, especially for local government units, to counter the global growth recession on the horizon since tax revenue constitutes a major source of income for the government in all countries of the globe (Asian Development Bank [ADB], 2021). At present, revenues dropped at staggering rates. There were cuts in state funding due to budget shortfall, widespread cuts in critical infrastructure investments, and increased local government spending due to the pandemic (Awad & Konn, 2020). Local governments experienced losses and negative impacts on budgets due to the widespread economic consequences of different magnitudes such as widespread unemployment, decrease in agricultural outputs, and restricted business opportunities (National Association of Counties in the US, 2020).

The economies of the Asia Pacific region suffered a sharp downturn (Revenue Statistics in Asian and Pacific Economies, 2020), lower global demand, particularly in tourism-dependent economies such as those in the Pacific, and the staggering direct impact on tax receipts associated with declining economic activity in tourism and decline or loss of tourism receipts and related income (ADB, 2021). Martinez-Vasquez (2011) wrote that local governments in Asian countries need to strengthen their intergovernmental fiscal systems in the following areas: local revenue generation and autonomy, expenditure assignment and management, intergovernmental transfers, and local government borrowing and investment finance.

In the Philippines, the slowdown in economic activities reduces employment and pulls the export market down. The worst impact is on Overseas Filipino Workers (OFWs) remittances, resulting in a loss of billions due to unemployment (Steel & Phillips, 2020). The pandemic has led to a further deterioration in public finances, with average deficits expected to widen and debts to increase, hence, the need for local revenues (National Economic and Development Authority [NEDA], 2020). Local revenues come from sources such as the real property tax that falls within the assessors' functions



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in assessing the market value of real properties and the treasurers for collection (Cruz et al., 2018).

In cities in Negros Occidental, the updating of the schedule of market values is irregular, which is used as the basis for collecting real property taxes. Even before the pandemic, as documented by the Bureau of Local Government Finance (BLGF) of the Department of Finance (DOF), in the whole country, four (4) in every five (5) cities used outdated bases for collecting real property tax, and one (1) in every two (2) cities has not fully realized its local revenue potential. Cities miss up to Php20.3 billion in real property taxes. Of the 26 cities, two (2) of which are from this province failed in the DOF-BLGF fiscal sustainability scorecard for the fiscal year 2012 (Bureau of Local Government Finance (BLGF), Department of Finance [DOF], 2021) which motivated this researcher to conduct this study.

Several studies have been conducted over the years. These include the fiscal sustainability of small-sized cities by Hajilou et al. (2018), the capacity of local governments to finance infrastructure projects by Pantamee and Mansor (2016), and the factors affecting the generation of local revenue by Richard et al. (2018). Studies in the Philippines include those by Chaskin and Joseph (2013) and Villaroman (2017) on the institutional capacity of local governments and Yeeles (2015) on national grants to local government income. In Negros Occidental, Zaragoza and Caelian (2020) focused on collecting real property taxes, while Lorayna and Caelian (2020) assessed the constraints of the agrarian program in taxation. Limited studies explored the implementation of revenue generation programs, effectiveness of collection strategies, and challenges and best practices in revenue generation, hence a gap in the literature.

This study focused on implementing revenue generation programs in cities, emphasizing the effectiveness of collection strategies, the challenges encountered, and the best practices in revenue generation as assessed by implementers and stakeholders. The findings of the study may be beneficial to the Local Finance Committee (LFC) as baseline information for the improvement of techniques to achieve and exceed collection targets. It will also benefit the treasurers and assessors in drafting their work programs. The local legislative council may benefit from the findings as to the basis for enacting ordinances to incentivize taxpayers and generate the needed revenue for local development projects. Future researchers may use the findings to conduct a study on the satisfaction of taxpayers with strategies adopted by cities. Meanwhile, the researcher utilized the findings as the basis of a proposed enhanced revenue generation program that the cities may consider.-

## **2.0. Framework of the Study**

The study theorizes that great implementation of the revenue generation program using effective collection strategies will address the challenges and generate higher local revenues, thereby liberating LGUs from national grants in making them self-reliant. Further, higher local revenue resulting from efficient tax administration relies on the ability and efficiency of the assessors and treasurers.

The study primarily anchors on the Resource Mobilization Theory by Jenkins (1983), which espouses that collecting and utilizing resources are the basic requirements for achieving the organization's desired goals. This theory is appropriate because the study explored the extent of implementation of the revenue generation program of cities to generate resources. The variables used to determine the implementation of the revenue generation program are effective collection strategies. There is a need to mobilize resources for financing the needs of the government in the delivery of services to its constituents.

The study also anchors on the theory of New Public Management (NPM) advocated by Osborne and Gaebler (1995), which focuses on making the public sector transparent and cost-effective, results-oriented, emphasizing the empowerment of the communities through public service. NPM effectively transforms government through organizational reforms in terms of efficiency and effectiveness of the delivery of services. This theory is appropriate as it generates information on the implementation of the revenue generation program of cities by providing stakeholders the opportunities to express their views and insights on the survey. The effectiveness of the collection strategies employed to generate resources for local governments was generated from the stakeholders who are the primary payers and beneficiaries of the program. The study also attempted to minimize the challenges encountered in implementation and solicit information on the best practices of local governments in revenue generation.

## **3.0. Methodology**

The study utilized a descriptive research design to determine the extent of implementation of

the revenue generation activities by the assessors and treasurers. It also described the effectiveness of the collection strategies employed and analyzed the challenges encountered in implementation, including the best practices of cities in revenue generation. The descriptive method is appropriate in this study, considering that it describes a situation or a given state of affairs in terms of the specified variables (Creswell & Creswell, 2018).

A researcher-made survey questionnaire based on the provisions of RA 7160, otherwise known as The Local Government Code of 1991, was used to gather primary data. The questionnaire consists of four (4) parts. Part I of the questionnaire reflects the category of the respondents. Part II contains Likert-type statements that measure the extent of implementation of the revenue generation program. Part III also contains Likert-type statements that measure the level of effectiveness of the collection strategies. At the same time, Part IV is a checklist containing the challenges encountered and cities' best practices in revenue generation.

Since the instrument is researcher-made, it was subjected to validity and reliability tests. For content validation, it was presented to ten (10) experts from the Office of the Provincial Assessor and Treasurer. The content validation ratio (CVR) by Lawshe (1975) was used where items were rated into three categories: "essential," "useful but not essential," and "not essential" by a critical number of experts. Items deemed essential were included in the final instrument, while the items failing to achieve the critical level were discarded (Ayre & Scally, 2014). The comments and suggestions of the members of the validators were incorporated into the final questionnaire. The validity score was 0.97, which is above the .35 validity coefficient ratio interpreted as very beneficial (US Department of Labor and Employment and Training Administration, 1999), which also means that the questions were valid. A pilot test on 30 respondents (15 implementers and 15 stakeholders) who were not respondents to the study was conducted to measure the reliability of the instruments. Cronbach Alpha coefficients were used to ensure reliability. The reliability score was 0.791, interpreted as reliable/acceptable (Cortina, 1993).

Findings were analyzed using the mean, standard deviation, frequency count, and percentage distribution.

#### **4.0. Results and Discussion**

##### **Extent of implementation of revenue generation programs**

The extent of implementation of the revenue generation programs of cities as a whole is to a great extent ( $M=4.08$ ;  $SD=0.66$ ). The mean should always be accompanied by the standard deviation (SD) when describing the sample as a measure of dispersion which tells us what the average scatter of values is around the mean (Andrade, (2020). Both stakeholders and implementers rated the implementation great extent.

This finding indicates that cities are implementing most of the activities of the revenue generation program, which demonstrates efficient tax administration. Further, a great extent of implementation suggests that treasurers and assessors as revenue generating agencies are conscious of their duties and responsibilities to provide the needed local funds for the cities with the necessary support from the administration and a favorable investment climate to liberate cities from dependence with the internal revenue allotment (IRA) from the national government.

The study of Cruz et al. (2018) confirms the findings, having reported that in CY 2016, the Bureau of Local Government Finance (BLGF) revealed that cities generated the highest total revenues, with 54% of their revenues coming from local sources. However, this finding is not consistent with DiNapoli (2020) that during the COVID 19 pandemic, the closure of businesses and the increase in gasoline prices had a major impact on sales tax revenues, and property owners delayed the payment of their real property taxes.

The treasurers were rated to a very great extent by stakeholders implying a remarkable ability and efficiency of implementation. This finding indicates the very great extent of implementation on almost all activities except the sale of non-performing government properties, which was rated moderate extent. Further, the finding demonstrates the cooperation and satisfaction of the stakeholders with the services of government, which indicates their having experienced and observed the programs and projects funded from the proceeds of these taxes.

The finding strengthens the study of Kasozi et al. (2013), which revealed that revenue generation is affected by the institutional capacity and effective collection methods. Revenue-generating offices

should practice frequent monitoring and evaluation and aim for stakeholder satisfaction. The study of Agbe et al. (2017) affirmed that revenue generation is anchored on economic activities in the local government unit that provides the taxable base for local taxes.

While in the case of the Assessors' Office, stakeholders rated the implementation of the revenue generation program as moderate extent.

**Table 1.** Extent of Implementation of Revenue Generation Programs in Cities

Revenue Generation	Implementers			Stakeholders			As a whole		
	M	SD	Int	M	SD	Int	M	SD	Int
Treasurer	4.11	0.67	GE	4.36	0.34	VGE	4.12	0.66	GE
Assessor	4.07	0.65	GE	3.20	0.73	ME	4.04	0.067	GE
As a whole	4.09	0.65	GE	4.08	0.66	GE	4.08	0.66	GE

Note: M=Mean, SD=Standard Deviation; Int=Interpretation; VGE=Very great extent; GE=Great extent; ME=Moderate extent

A moderate extent of implementation means that only some of the activities in the program are implemented, which further implies that the Office of the Assessor did not fully comply with all of the mandated functions provided in the Local Government Code (RA 7160). This is explained by the stakeholders' rating of a very low extent on updating the schedule of market value and the conduct of the general revision every three years. This finding implies that property owners are not against the regular updating of the market value, which usually results in the increase in payment of their real property taxes, which has remained an unresolved issue with the assessors and the political leaders.

This finding is supported by the study of Cruz et al. (2018) that four in every five cities in the Philippines used outdated bases for collecting the tax. Also, studies by Villaroman (2017) and Morrissey (2013) strengthened that in order for the assessor to effectively implement revenue generation, he or she has to provide a regular revaluation of real estate as a major component of revenue generation and should maintain a comprehensive and up-to-date database of landowners, failure of which contributes to ineffective implementation.

**Level of effectiveness of the collection strategies employed by the local government units**

As a whole, the collection strategies employed by cities are effective (M=4.07, SD=0.71). The conduct of public auction activities was rated highest (M=4.14, SD=0.80), which is effective, while tax collection enforcement was provided with the lower mean (M=3.83, SD=0.77), also effective.

The effective use of collection strategies demonstrates a significant substantial contribution to a higher collection of taxes. It is useful to ensure adequate local revenues to maintain the viability and sustainability of funding government services. This is evidenced by cities not incurring deficits in budget appropriations, regular salaries to employees, and payment of contractual obligations without delay. This finding also suggests that there is trust from the citizens as the basis of voluntary compliance. The strategy of the conduct of public auction was highest, having generated more percentage of the collected taxes implying that rigorous efforts were employed. In contrast, tax collection enforcement is rarely used, suggesting that treasurers avoid harsh action on taxpayers, revealing the good relationship with taxpayers.

Findings of the use of collection strategies as effective affirmed studies by Enahoro and Olabisi (2012), Pantamee and Manzor (2016), Cruz et al. (2018), and Bird (2015) that revenue generation helps governments raise revenues and that taxation is important because it can be locally generated and depends on the ability and efficiency of tax administrators. The study of Abdul-Wahab et al. (2018) strengthened that the issuance of demand notices or notices of tax delinquency is very effective. Likewise, the findings of Bolnick and Singh (2017) and Scuratti et al. (2021) corroborated the findings of this study on the computerization of records, enforcement, and expanding the tax base.

Other collection strategies are generally effective, while the granting of discounts is very effective, which means that the adoption of other collection strategies enumerated works well with taxpayers encouraging their voluntary compliance. This suggests that there is a need for reminders, monitoring, and more information campaign to create awareness and voluntary compliance.

These findings are supported by studies of Zaragoza and Caelian (2020), Akitoby et al. (2017), and Rosengard (2012) that there are other strategies in tax collection other than what is provided

in the Local Government Code. The same recommended using a banking system for tax payments together with the imposition of seizure and liquidation of land and buildings to settle unpaid tax obligations, which were successful in Indonesia.

Meanwhile, the strategies employed for collecting business and other taxes were also effective. These strategies include the operation of a one-stop shop for the renewal of business permits, allowing payment of business taxes in installments, and collecting surcharges not exceeding 25% on late and delinquent business taxes.

**Table 2.** Level of Effectiveness of Collection Strategies

Collection Strategies	M	SD	Interpretation
Tax Collection Enforcement	3.83	0.77	High
Conduct Public Auction Activities	4.14	0.80	High
Other collection strategies	3.98	0.76	High
Collection of business and other taxes	4.07	0.71	High
As a whole	4.07	0.71	High

Note: M=Mean, SD=Standard Deviation

This finding demonstrates the adoption by the local treasurers of strategies provided under the Local Government Code of the Philippines, which suggests that these are appreciated by stakeholders, as shown by their compliance with the payment of their business taxes. The finding also illustrates that coordination mechanisms among offices shown in the successful operation of the one-stop shops are significant in supporting revenue generation.

Studies by Akitoby et al. (2017) and Adenya and Muturi (2017) support the findings that collection strategies employed met the approval of taxpayers, as shown by their voluntary compliance. In addition, the adoption of network information technology is recommended.

**Challenges encountered in implementing revenue generation program**

Challenges common to both treasurers and assessors are administrative that the local government units can remedy by providing sufficient funds for operations except for the lack of transparency and accountability, poor tax administration, and corruption.

Shortage of treasury and assessment staff or lack of experienced personnel implies that personnel handling tax policy administration and implementation do not possess the necessary skills to carry out their duties efficiently, the outcome of which is revenue linkage or inefficiency. This finding also implies the lack of institutional capacity of revenue-generating offices, which explains the influence of political factors on the updating of the schedule of market value due to the lack of trust by political leaders in the capability of the office of the assessor resulting in low productivity. Another major challenge common to both offices is the lack of logistics which complements the shortage of experienced and skilled personnel; this indicates non-compliance with all mandated activities, indicating significant inefficiency in the administration of taxes leading to low revenue generation. Administrative challenges suggest the complacency of government in the implementation of revenue generation programs.

The studies of Eja et al. (2018), Villaroman (2017), and Richard et al. (2018) strengthened the findings as they also identified the lack of experienced assessors that led to tax evasion. The studies of Kasozi et al. (2013) and Mills (2017) confirmed that these are administrative concerns but are major reasons revenue generation does not yield higher revenues in developing countries.

Challenges specific to assessors are non-compliance with mandates of the Local Government Code to update the schedule of the market value of real properties once every three years, resulting in the outdated valuation of properties; irregular conduct of the general revision as a cause of a small tax base. This demonstrates the influence of governmental factors in revenue generation.

Findings are validated in the studies of Mills (2017), Kasozi et al. (2013), and Chaskin and Joseph (2013) that one of the major reasons for a tax system’s failure to yield higher revenues is the failure of the assessors to convince local officials of the importance of updating the tax base. Likewise, the findings are acknowledged in the study of Tumbagahan et al. (2021) that updating the market value for taxation purposes is affected by the lack of cooperation of some local authorities.

Meanwhile, challenges specific to treasurers indicate a lack of coordination mechanisms with the national government revenue-generating offices, discretion enjoyed in declaring the gross sales receipts of the business, and many tax exemptions granted to investors.

This challenge supports the study of Villaroman (2017), who affirmed that the conduct of auction sale of delinquent properties is hindered by the compliance to many requisites and the difficulty of locating the property owners. The challenge of lack of coordination conforms with the studies of Adenya and Muturi (2017) and Hajilou et al. (2018) because the identification of tax revenue basis is in the hands of the central government through the enactment of laws and regulations.

It must be noted that more challenges were enumerated and addressed to the Office of the Assessor. These challenges demonstrate the ability of the office to deliver the mandated functions and the inefficiency of delivery of these services. While some challenges are administrative, they can be interpreted as a lack of support from the administration. Local assessors are appointees of the local chief executive under RA 7160; hence, they are affected by a change of administration. The updating of the schedule of market value depends on the support from the local chief executive and the legislative council, which is very difficult to deal with. The allegations of unfair valuation and corruption in the valuation of real properties have not been found true as no recorded cases were filed before any courts of law. However, the findings are strong to support a basis for a change in the procedures and systems of the valuation of properties.

The challenges enumerated aligned with the findings of Morrissey (2013), Rosengard (2012), and Felis (2014) that to implement effective real property taxation, a comprehensive and up-to-date database of registered landowners is required as it is the primary source of local government's revenue, and the collection of which determines the revenue potential of LGUs and is a stable part of their financial resources. Hence, the implementation must be efficient and effective, as recommended in the study of Tumbagahan et al. (2021), by strengthening the computerization of assessment and collection systems of local government units.

**Table 3.** Challenges Encountered in Implementing Revenue Generating Programs

Challenges	f	%
<i>For both assessors and treasurers:</i>		
Shortage of skilled treasury and assessment staff	165	22.8
Poor communication	154	21.3
Lack of logistics	151	20.9
Lack of information technology staff	145	20.1
Lack of support of local officials	110	15.2
Lack of modern infrastructure	109	15.1
Poor tax administration	33	10.6
<i>For treasurers</i>		
Lack of coordination with other revenue-generating entities such as the BIR and the Bureau of Customs;	116	16.0
Many tax exemptions are granted to investors	61	6.4
No online payments	12	3.8
Discretion enjoyed in declaring their gross sales and receipts by businessmen	103	14.2
Lack of transparency and accountability	95	13.1
Unlocated landowner	87	12.0
<i>For assessors</i>		
Small tax base	71	9.8
Corruption	65	9.0
Multiple owners	61	8.4
Lack of information drive	12	3.8
Lack of transparency in coming up with market values	12	3.8
No audit/examination/evaluation of the application of market values	12	3.8

The challenge of no political will and political accommodation was discussed by Uhumwuangho and Aibieyi (2013). It substantiated the findings of this study as demonstrated in the delay of the enactment of the ordinance updating the schedule of market value by legislative councils who disassociate themselves from any move to revise taxes upward, even when it is mandated.

**Best practices in implementing revenue generation programs**

Among the best practices enumerated, adopting the electronic payment system, simplifying the tax systems, and regularly updating the schedule of market values are the most recommended.

This finding demonstrates the willingness of taxpayers to settle their obligations and cooperate with the government. It also suggests that taxpayers are willing to embrace advanced technology to supplement the ease of doing business and payment of taxes to the government.

Studies by Dzansi et al. (2018) and Bird (2015) reinforce the findings that recommend using revenue management software and electronic databases in tax administration as best practices. Likewise, the study of Tumbagahan et al. (2021) substantiated the findings of using an electronic database of sales information for updating the schedule of market value.

Other best practices recommended are improving communication for better information of taxpayers, especially real property owners, for assistance in paying their obligations. Also, best practices focus on eliminating corruption from revenue-generating agencies.

**Table 4.** Best Practices in Implementing Revenue Generating Programs

Items	f	%
Adopt electronic payment systems.	201	27.8
Simplify the tax systems.	195	27.0
Conduct the updating of the schedule of market values regularly.	166	23.0
Publish schedules of market value on websites and newspapers.	166	23.0
Improve community outreach efforts to better inform the residents of where the taxes they pay are spent.	162	22.4
Conduct audit of assessment of all properties.	159	22.0
Update the list of taxpayers.	155	21.4
Require tax collectors to submit daily collection reports.	145	20.1
Assign honest and motivated staff to revenue-generating departments.	144	19.9
Use a smart electronic tax information system.	141	19.5
Use a geographic information system (GIS).	128	17.7
Minimize tax exemptions.	127	17.6
Present accomplishment report in every ocular inspection conducted.	123	17.0
Use revenue management software.	122	16.9
Coordinate with other government agencies involved in revenue generation.	118	16.3
Present deposit slips of daily collections.	115	15.9
Reduce the cost of collection.	104	14.4
Avoid intervention of non-revenue generating offices.	102	14.1
Use incentive-based compensation schemes for revenue collectors.	89	12.3
Reduce political accommodation/lessen intervention of politicians	14	1.9

This finding is noted in the study of DiNapoli (2020) that the only stable source of revenue is the real property tax because of the decline in the income from businesses due to the pandemic. Agbe et al. (2017) also claimed that to improve tax administration. Tax authorities should exert efforts to provide funds for services to their constituents and focus on the competencies of tax administrators for efficient and effective performance. Tumbagahan et al. (2021) confirmed that one of the best practices also mentioned in this study is the conduct of assessment audits and administrative audits.

These findings corroborate with those of Dzansi et al. (2018) on reducing the cost of collection and using incentives for revenue collectors and submission of revenue reports and of Zaragoza and Caelian (2020) on coordination with other government agencies, such as the Department of Agrarian Reform (DAR), the Land Bank of the Philippines (LBP), and the Department of Environment and Natural Resources (DENR) that all have a stake in revenue generation, including civil society organizations. These practices strengthened the study of Adenya and Muturi (2017) conducted in Kenya. They supplemented the studies of Steel and Phillips (2020) and Awad and Koon (2020) on responding to the socioeconomic impact of the COVID-19 pandemic with different strategies to generate revenue to provide for the additional expenditures of the government.

Overall, the great extent of implementation of the revenue generation program of cities using effective collection strategies has generated revenues that address the dependence of some LGUs on the national grants or the internal revenue allotment, making them self-reliant. These efforts have minimized the challenges encountered and promoted best practices in revenue generation, which justified the theory of the researcher.

The adoption of the Resource Mobilization Theory is validated because the study succeeded in exploring the extent of implementation of the revenue generation program focused on the collection and utilization of resources through the use of strategies for achieving the goal of cities for self-reliance and independence from the internal revenue allotment.

While the adoption of the New Public Management Theory is well-placed as it emphasized the empowerment of the stakeholders through their participation in revenue generation by complying with their responsibilities of paying taxes, their responses generated insights into understanding the areas of implementation and effectiveness of collection strategies that demand efficiency, quality service, and effectiveness of the implementers in revenue generation. These objectives were achieved in the study.

The collection strategies employed by local government units in revenue generation were effective but needed enhancement. This implies that for successful tax reforms, the program must be comprehensive, covering all aspects of administration such as coverage, valuation, collection, enforcement, and taxpayer services.

Likewise, the enumeration of the challenges and best practices revealed that revenue generation covers a broad spectrum of legal, technical, and administrative measures.

In summary, the findings of the study confirmed the theories adopted. Effective collection strategies affirmed the theory of Resource Mobilization. At the same time, taxpayers' compliance in paying their taxes and their active engagement in demanding efficiency and quality service exposing the inefficiency of implementers validate the use of the New Public Management theory. Furthermore, identifying challenges and recommendations of best practices in revenue generation by respondents indicates empowerment espoused by the New Public Management theory.

## **5.0. Conclusion**

The great extent of implementation of the revenue-generation program using effective collection strategies led to efficient tax administration, resulting in self-reliant cities, implying that capable local governments adopt revenue reforms that minimize challenges and link best practices to viable service enhancements.

Although collection strategies were effective, new systems and procedures could also be tested through well-publicized initiatives allowing for the participation of stakeholders and mainstreaming in the formulation of revenue reforms.

The challenges and best practices identified by respondents are useful for improving revenue generation. In short, well-conceived measures can be introduced to change how local revenue-generating offices function. Equally important, these best practices can be used to some extent independently by local governments, even where national constraints preclude extensive national government policy reforms from strengthening local revenue generation. Hence, to determine the extent of implementation of revenue generation programs of local government units, the adoption of the Resource Mobilization and New Public Management theories are useful. Likewise, Revenue Implementation Strategies Theory advocated by the researcher is validated.

The study is limited to using a checklist for challenges and best practices because it did not capture taxpayers' experiences on the use of collection strategies and implementation of the revenue generation activities. The results might have been in-depth and meaningful if an interview had been conducted.

Successful revenue generation takes a more holistic approach, and it covers a broad spectrum of



legal, technical, and administrative measures, as revealed in the findings of this study. The researcher wishes that future studies focus on these aspects and investigate the implementation of tax reforms in the country.

## 6.0 Declaration of Conflicting Interest

The authors have no conflict of interests to declare. Both have agreed with the contents of this manuscript, and there is no financial interest to report. They certify that the submission is an original work and is not under review at any other publication.

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