A COMPARATIVE ANALYSIS OF TAX ADMINISTRATION IN ASIA AND THE PACIFIC

EIGHTH EDITION

ASIAN DEVELOPMENT BANK

A COMPARATIVE ANALYSIS OF TAX ADMINISTRATION IN ASIA AND THE PACIFIC

EIGHTH EDITION

ASIAN DEVELOPMENT BANK

6 ADB Avenue, Mandaluyong City, 1550 Metro Manila, Philippines
Tel +63 2 8632 4444; Fax +63 2 8636 2444
www.adb.org

ISBN 978-92-9277-132-4 (print); 978-92-9277-133-1 (PDF); 978-92-9277-134-8 (ebook)
Publication Stock No. TCS240621-2
DOI: http://dx.doi.org/10.22617/TCS240621-2

Note:
In this publication, “$” refers to United States dollars.

Cover design by Edith Creus.

Contents

Tables, Figures, and Boxes

Tables

Figures

Boxes

Acknowledgments

This report is part of the Asian Development Bank (ADB) regional capacity development project under the Domestic Resource Mobilization Trust Fund, which was approved in 2017. This report is the eighth in the series and includes performance-related data up to fiscal year (FY) 2022 for national revenue bodies in 45 economies. ADB published the first of the series in 2014, with fiscal year performance-related data up to 2011 for national revenue bodies in 22 economies in Asia and the Pacific.

For this report, ADB collaborated with the Organisation for Economic Co-operation and Development (OECD), the International Monetary Fund (IMF), and the Intra-European Organisation of Tax Administrations (IOTA) and used their common survey framework—the International Survey on Revenue Administration. This framework standardizes terminology and requirements for capturing global tax administration information concerning the policies, practices, and performance of national revenue bodies. Data gathering was conducted with the help of the IMF's Revenue Administration Fiscal Information Tool.

The authors thank the OECD Centre for Tax Policy and Administration, the Fiscal Affairs Department of the IMF, and the IOTA Secretariat for facilitating the completion of this report by sharing survey data from the revenue bodies of economies included in their respective surveys. These economies are Armenia; Australia; Azerbaijan; the People's Republic of China; the Cook Islands; Fiji; Georgia; Hong Kong, China; India; Indonesia; Japan; Kazakhstan; Kiribati; the Republic of Korea; Malaysia; Maldives; the Marshall Islands; the Federated States of Micronesia; Mongolia; Nauru; New Zealand; Niue; Palau; Papua New Guinea; Samoa; Singapore; Solomon Islands; Thailand; Tonga; Tuvalu; and Vanuatu. ADB also acknowledges the extensive cooperation received from revenue bodies in Bangladesh; Bhutan; Brunei Darussalam; Cambodia; the Kyrgyz Republic; the Lao People's Democratic Republic; Nepal; Pakistan; Sri Lanka; Taipei,China; Tajikistan; Timor-Leste; Uzbekistan; and Viet Nam.

This report was prepared by Richard Highfield, Annette Chooi, and Najam Javaid, consultant advisors in international tax administration engaged by ADB for the project. Valuable administrative support was provided by Saturnina Balaguer, who managed the survey of revenue bodies assigned to ADB, and Kozue Ichiyama and Go Nagata of ADB. The project officer at ADB for this series is Kozue Ichiyama, who can be contacted by telephone at +63 2 8683 1437 or by email at kichiyama@adb.org.

Abbreviations

ADB	Asian Development Bank
AI	artificial intelligence
APA	advance pricing agreement
API	application programming interface
AOTCA	Asia Oceania Tax Consultants' Association
BEPS	Base Erosion and Profit Shifting
CFE	Confédération Fiscale Européenne (Confederation of European Tax Advisers)
PRC	People's Republic of China
CIAT	Inter-American Center of Tax Administrations
CIT	corporate income tax
CMM	capability maturity model
COM-B	model for understanding compliance behavior
COVID-19	coronavirus disease
CPI	Corruption Perceptions Index
CRM	compliance risk management
ERM	enterprise risk management
FBR	Federal Board of Revenue
FTA	Forum on Tax Administration
FTE	full-time equivalent
FY	fiscal year
GDP	gross domestic product
GDT	General Department of Taxation
GNI	gross national income
GST	goods and services tax
HDI	Human Development Index
HNWI	high-net wealth individual
HRM	human resource management
ICT	information and communication technology
ILO	International Labour Organization

IMF	International Monetary Fund
IOTA	Intra-European Organisation of Tax Administrations
IRAS	Inland Revenue Authority of Singapore
ISO	International Organization for Standardization
ISORA	International Survey on Revenue Administration
IT	information technology
ROK	Republic of Korea
LAC	Latin America and the Caribbean
Lao PDR	Lao People's Democratic Republic
LTO	large taxpayer office
MAP	mutual agreement procedure
MDMIN	multiple directorates in ministry
FSM	Federated States of Micronesia
MOF	ministry of finance
OECD	Organisation for Economic Co-operation and Development
OTH	other
PIT	personal income tax
PNG	Papua New Guinea
RA-FIT	Revenue Administration Fiscal Information Tool
SDG	Sustainable Development Goal
SDMIN	single directorate in ministry
SMEs	small and medium-sized enterprises
SRC	State Revenue Committee (of Armenia)
SSC	social security contribution
STEP	Society of Trust and Estate Practitioners
TADAT	Tax Administration Diagnostic Assessment Tool
UNDP	United Nations Development Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
USB	unified semiautonomous body
USBB	unified semiautonomous body with board
VAT	value-added tax

Guide for Readers

About the International Survey on Revenue Administration

The International Survey on Revenue Administration (ISORA) collects comparable data on tax administration from revenue bodies around the world using questions and definitions agreed by four international organizations: the Inter-American Center of Tax Administrations (CIAT), the International Monetary Fund (IMF), the Intra-European Organisation of Tax Administrations (IOTA), and the Organisation for Economic Co-operation and Development (OECD). The Asian Development Bank (ADB) contributes to the activities of these organizations in designing and managing the ISORA process and by sharing survey data.

ISORA was introduced in 2016 to gather data in respect of fiscal years (FYs) 2014 and 2015. Drawing on an OECD survey instrument developed and first implemented in 2004 for the Forum on Tax Administration. The ISORA survey instrument was designed to meet the collective data needs of the four ISORA partner bodies, while minimizing the reporting burden on participating revenue bodies. A major innovation was the development and implementation of a common online platform/database to automate the capture and analysis of reported data—the IMF's Revenue Administration Fiscal Information Tool (RA-FIT). Data were provided by 135 revenue bodies for this first round of data gathering. Further ISORAs were conducted in subsequent years: the table below sets out relevant details.

ISORA Cycles and Related Information

ISORA Cycle	Fiscal Years in Focus	Economies (number, globally)	ADB Comparative Series on Tax Administration	
			Edition	Number of ADB Members
2016	2014 and 2015	135	3rd	28
2018	2016 and 2017	159	4th	34
2020	2018 and 2019	159	5th	38
2021	2020	165	6th	40
2022	2021	165	7th	41
2023	2022	166	8th	45

ADB = Asian Development Bank, ISORA = International Survey on Revenue Administration.

Following the completion of ISORA 2018, the reporting of data and their quality were reviewed, and ISORA partners engaged with ISORA 2018 participants to gather feedback on the survey process. Based on this review and the feedback received, the ISORA partners agreed on the need for a major revision of ISORA, to enhance data quality while easing the burden on revenue bodies in completing the survey. Consequently, the survey was split into two components:

(i) **An annual questionnaire/survey.** This includes questions to which the responses are more likely to change every year. These are a subset of the numerical data questions that were in ISORA 2016 and 2018, with some revisions to improve clarity.

(ii) **A periodic questionnaire/survey.** This includes questions where responses are less likely to change in the short term between annual surveys, as well as new questions agreed by ISORA partners to deal with emerging issues of importance. ISORA 2023, the subject of this report, took the form of a periodic survey (see later comments), gathering data related to FY2022. Current plans are to conduct the periodic questionnaire around every 4–5 years.

ISORA 2023

The categories of information gathered using ISORA 2023 on both an annual and a periodic basis are set out below. Further background information, including details of the individual questions used for each area of the survey, along with associated notes, definitions, and explanations, can be found at the ISORA portal.

ISORA—Content of Annual and Periodic Questionnaires

Content of Annual Questionnaire		Content of Periodic Questionnaire	
Form		**Form**	
A	Revenue types administered	A–G	All the content of the annual questionnaire
B	Revenue collections (latest FY)		**PLUS**
C	Resource usage and expenditures	C-P	Institutional arrangements, governance, and management practices
D	Human resource/workforce demographics	D-P	Human resource management practices
E	Taxpayer segments	E-P	Features of segmentation and compliance risk management practices
F	Operational metrics	F-P	Features of approaches for conducting tax administration operations
G	Taxpayer and other stakeholder interactions	G-P	Features of practices for engagement with stakeholders

FY = fiscal year, ISORA = International Survey on Revenue Administration.

Survey Management

ISORA 2023 was launched in September 2023 and the associated survey and data capture processes were completed in the first quarter of 2024. Most participating revenue bodies provided data online, using the IMF's RA-FIT. A few revenue bodies in Asia and the Pacific prepared a paper-based survey that was processed by ADB, also using the RA-FIT system. Participation was voluntary and included 45 ADB members from Asia and the Pacific. Only the Philippines declined to participate.

ISORA partner organizations (i.e., the OECD, the IMF, and IOTA) and ADB supported participants by assisting them with the completion of ISORA. The 45 revenue bodies included in this report correspond to the revenue bodies in Asia and the Pacific supported by either ISORA partner organizations or ADB.

ADB Members Participating in ISORA 2023

ADB Region	ADB Members Included in This Report and Their ISORA Manager			
	OECD[a]	IMF	IOTA	ADB
Central and West Asia (8)	Georgia		Armenia, Azerbaijan, and Kazakhstan	Kyrgyz Republic, Pakistan, Tajikistan, and Uzbekistan
East Asia (6)	People's Republic of China; Hong Kong, China; Japan; and Republic of Korea	Mongolia		Taipei,China
Pacific (16)	Australia, New Zealand	Cook Islands, Fiji, Kiribati, Marshall Islands, Federated States of Micronesia, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu		
South Asia (6)	India	Maldives		Bangladesh, Bhutan, Nepal, and Sri Lanka
Southeast Asia (9)	Indonesia, Malaysia, Singapore, and Thailand			Brunei Darussalam, Cambodia, Lao People's Democratic Republic, Timor-Leste, and Viet Nam

ADB = Asian Development Bank, IMF = International Monetary Fund, IOTA = Intra-European Organisation of Tax Administrations, ISORA = International Survey on Revenue Administration, OECD = Organisation for Economic Co-operation and Development.

[a] The revenue bodies of the economies indicated are members of the OECD Forum on Tax Administration, although not all economies (e.g., India and Singapore) are members of the OECD.

While all the ISORA-sourced data appearing in this publication have been reviewed by officials of collaborating organizations and members' revenue bodies, neither ADB nor the partner organizations have formally validated these data. As such, the ISORA data presented should be regarded as self-reported by revenue body officials in the economies concerned.

Data Comparability and Quality

The bulk of data tabulated in this report have been obtained from ISORA 2023 (for FY2022), ISORA 2022 (for FY2021), and ISORA 2020 (conducted for FY2018 and FY2019). Several other data sources have been used to complement the data presented and analyses undertaken, and to correct gaps and obvious errors in the data reported. All tabulations, figures, and charts contained in the report identify the source of the data displayed, including several instances where gaps or obvious errors in data reporting have been addressed. It should also be noted that some data are subject to revisions after publication. As a result, some data may not correspond with what was reported in prior editions of this report.

Considerable care needs to be taken with global/regional comparisons of revenue bodies' tax administration setups and performance-related data. Many factors influence the design and functioning of tax systems, including the size and composition of an economy's tax base, institutional choice and degree of autonomy, and the maturity of public sector administration at large. All these factors and others are likely to be relevant to varying degrees to the observations and findings presented, especially since the report covers a mix of advanced, emerging, and developing economies. The report provides a limited array of demographic, economic, and social data to give readers background on the level of development of the economies included (Appendix Table A.2 Parts 1, 2, and 3).

It is also important to note that, in relation to the revenue bodies that are responsible for both tax and customs administration, the data in this publication refer only to the conduct of the tax administration activities. The data may therefore not be directly comparable with key performance information published by these revenue bodies as these may include both tax- and customs-related data.

Global/Regional ISORA Participants

This report includes several global comparisons of aspects of national tax administration, presented region by region and including 166 economies. A region-by-region summary of revenue bodies participating in ISORA 2023 is set out below:

Global ISORA 2023 Participation (by region)

	Region					
	LAC	North America	Africa	Europe	Asia and the Pacific	Middle East
Revenue bodies (no.)	33	2	39	44	45	3

LAC = Latin America and the Caribbean.
Source: ISORA 2023 RA-FIT database (accessed 31 May 2024).

Important Terminology and Conventions Used in ISORA and for This Report

The report uses a range of ISORA-related and other terminology that has specific application in a revenue administration context, and that may be unfamiliar to some readers. Further background information can be found at the ISORA portal. The report and its tabulations also reflect the application of various conventions and definitions to enhance the comparability of data between economies and to assist in their analysis. Several of these conventions are explained below.

Fiscal Year

For ISORA purposes and for this report, the year specified in any survey question and tabulation is the fiscal period ***ending*** in that year (e.g., fiscal periods ending any time in 2022 are all considered to be FY2022). An exception to this is Japan, where the term "fiscal year" refers to the fiscal year commencing in the year specified (i.e., the fiscal period commencing on 1 April 2021 and ending on 31 March 2022 is deemed FY2021). For historical and cultural reasons, Japan's National Tax Agency also reports on some aspects of its performance according to an "operation year," which runs from 1 July to 30 June (e.g., operation year 2021 refers to the period 1 July 2021 to 30 June 2022). Data compiled on an "operation year" basis and presented in this report are specifically noted.

Appendix Table A.1 displays the fiscal year-end date for each economy reported in the series. These dates range from 31 March to 31 December, meaning that, for some economies, FY2020 will represent only 3 months of tax system performance in calendar year 2020; for others, it will represent up to 9 months. This fact has implications for understanding the extent to which the coronavirus disease (COVID-19) may have affected tax administration operations and performance in FY2020, given the pandemic's onset in early 2020.

Revenue Body

ADB uses the term "revenue body" to refer to the organization responsible for the administration of national government laws that impose taxes and other charges, given the wide variety of revenues that may be subject to its administration (e.g., taxes, levies, excises, duties, charges, contributions, and some nontax revenues such as mining royalties). In some economies, which the report highlights, the revenue body is also responsible for the collection of social security contributions, the administration of customs laws, and/or the conduct of specified "nontax" roles such as the collection of student loans and property valuation (Appendix Tables A.14 Parts 1 and 2).

Total Tax Revenue Collections

Within this report, ADB uses several ratios for revenue bodies where the reported amount of "total tax revenue collections" is the denominator for the ratios computed. For ISORA and/or ADB's purposes, several conventions are followed in determining the total tax revenue collections of a revenue body:

(i) **Taxes and nontax revenues.** In presenting internationally comparable data on tax revenues and tax ratios in this series, ADB follows the OECD system of tax classification and definition of taxes. A detailed description of the OECD's system of tax classification can be found in the annual publication *Revenue Statistics in Asia and the Pacific.**

In the OECD classification system, the term "taxes" is confined to compulsory unrequited payments to the general government or to a supranational authority. Taxes are unrequited in the sense that benefits the government provides to taxpayers are not normally in proportion to their payments. The term "tax" does not include fines, penalties, and compulsory loans paid to government. The OECD's guide includes specific discussion on borderline cases between taxes and nontax revenues in relation to certain fees and charges, including royalties.

(ii) **Social security contributions (SSCs).** In line with the OECD classification of taxes, compulsory SSCs, as defined, paid to general government are treated as tax revenues when computing tax ratios. Several economies included in this report administer SSC regimes and some have allocated responsibility for SSC collection to the national revenue body. In such cases, SSC revenues collected by the revenue body form part of its total tax revenue for ISORA comparative analysis purposes.

(iii) **Personal income tax (PIT).** ISORA partners use the term "personal income tax" to refer to all income taxes collected on behalf of individuals. PIT covers taxes levied on all income including wages and salaries, dividends, interest, and other income (e.g., rentals or self-employment) a person earns throughout a year, including income where tax is withheld at source by third parties (e.g., employers and financial institutions).

(iv) **Value-added tax (VAT).** For comparative analysis purposes, and in respect of economies that administer a VAT form of indirect tax (also sometimes referred to as a goods and services tax [GST]), ADB's compilation of total tax revenue collections in this series includes VAT revenue from imported goods and services (even where a separate customs administration body collects this revenue), as well as VAT revenue from domestic goods and services, net of all refunds of excess VAT credits paid to taxpayers. This approach is adopted on the basis that the revenue body is regarded as having overall responsibility for administration of the VAT system, including the tax affairs of those businesses subject to VAT on their imported goods and services. Both the IMF and the OECD adopt this same approach in their respective assessments when evaluating the administration and performance of national revenue bodies.

* OECD. 2024. *Revenue Statistics in Asia and the Pacific 2024* (Annex A. The OECD Classification of Taxes and Interpretative Guide).

(v) **Excises (paid by domestic producers).** For ISORA purposes, excises paid by domestic producers are included in "total tax revenue collections" where the national revenue body is responsible for their administration. As Chapter 2 explains, not all economies adopt this practice, and responsibility for their administration typically rests with the separate customs administration.

Staff Usage

ISORA collects data from revenue bodies on the size of their respective workforces, including "numbers of staff employed" at the beginning and end of a fiscal year and "staff usage." For comparative purposes, data on staff usage are expressed on an annualized basis in terms of "full-time equivalents" (FTEs)—that is, one staff member employed full time for a full year.

Tax and Customs Administration Institutions

Governments in several economies in Asia and the Pacific have established a single institution/body to administer tax laws and to fulfill traditional customs responsibilities (e.g., trade facilitation, border controls, and the collection of trade taxes). This form of institutional setup mirrors a practice adopted to varying degrees in other regions of the world (e.g., Africa, Europe, and South America).

With ISORA's primary focus being on tax administration, the survey is designed to explicitly exclude all aspects of customs administration, including tax revenue from trade taxes (e.g., customs duties, excises on imports, and taxes on exports) and the human and financial resources required to conduct all related tasks. However, for ease of data gathering, data reported on the demographics of revenue bodies' workforces include staff engaged in customs administration for the bodies concerned.

Report Structure

This edition of the series provides a snapshot of revenue bodies' setups and operational performance (including revenue collections), and uses data, analyses, and examples to highlight key trends and examples of good practice and performance measures and indicators. The report is structured around eight chapters:

- Chapter 1 provides important contextual background to the economies included in the series.
- Chapter 2 contrasts the institutional and organizational setups of revenue bodies included in the report, along with details of governance practices and their features.
- Chapter 3 examines a range of approaches adopted by revenue bodies for managing taxpayers' compliance.
- Chapter 4 sets out data on specific aspects of how revenue bodies engage with taxpayers and their representatives.
- Chapter 5 examines ISORA data related to developments and trends in the digitalization of tax administration and describes progress in selected areas of administration and technology.
- Chapter 6 summarizes operational performance data for key areas of tax administration, including annual revenue collections.
- Chapter 7 looks at revenue bodies' policies and approaches for managing their human resources and provides data on important demographic features of their workforces.
- Chapter 8 looks at revenue bodies' financial resources and their deployment in tax administration.

The final part of the report is an appendix setting out

- details of revenue bodies that participated in ISORA 2023 (Appendix Table A.1);
- a limited array of social, economic, and demographic data on the members featured in this report (Appendix Table A.2 Parts 1, 2, and 3); and
- tabulations that include the ISORA responses of revenue bodies and other data from related research that are the subject of analysis in this report (Appendix Tables A.3 Part 1 to A.72).

Executive Summary

This eighth edition of ADB's comparative analysis of tax administration contrasts the administrative setups and performance of 45 revenue bodies across Asia and the Pacific, drawing on data from the 2023 International Survey on Revenue Administration (ISORA) (for fiscal year [FY] 2022) and relevant prior year ISORA data.

Domestic Resource Mobilization

Domestic resource mobilization remains the number one priority for many revenue bodies. FY2022 marked the first full year of "recovery" for most economies in the aftermath of the coronavirus disease (COVID-19) pandemic. As such, it was also a time for reestablishing and/or rebuilding administrative systems and processes that had been compromised as a result of the disruptive effects of the pandemic. It was also a time for urgent restoration of government tax revenue flows.

As Chapter 6 of this report highlights, FY2022 operations saw significantly increased tax revenue collections for many revenue bodies across Asia and the Pacific. Over one-third of revenue bodies achieved year-on-year growth exceeding 20%; for over two-thirds, this growth exceeded 10%. Revenue growth was especially strong among economies in Central and West Asia. However, the picture on resource mobilization growth is less rosy when viewed through a pre- and post-pandemic lens (i.e., FY2019 as compared with FY2022). Over this 3-year period, growth in revenue collections across the region was more variable, with just over one-half of revenue bodies achieving growth exceeding 25%; for around 10%, tax collections remained below their FY2019 level.

Revenue Administration Governance

There are opportunities for many revenue bodies to strengthen their governance arrangements. Revenue bodies are ultimately judged on their success in improving compliance with tax laws, improving their efficiency and service delivery, reducing taxpayers' burden, and building confidence in the tax system and its administration. Essential to achieving these goals is the establishment of a professional, competent, and engaged workforce. Achieving all of these objectives is a complex and demanding challenge that depends to a large degree on a revenue body's system of governance and its related policies and practices.

The periodic ISORA on revenue administration explores aspects of revenue body governance across multiple dimensions, including management of human capital and tax compliance risks; accountability and transparency; and the existence of policies and practices that are participatory, inclusive, and/or equitable in nature.
As Chapters 2 and 3 discuss, analyses of ISORA 2023 data identify many opportunities for revenue bodies to strengthen their governance arrangements:

- **Management of human capital risks appears to require greater attention in many revenue bodies.** Around one-third of surveyed revenue bodies report the absence of a human resource management strategy/multiyear workforce plan. Weaknesses are also seen in relation to assessing current and future capability needs, monitoring levels of staff engagement and motivation, and the levels of resources devoted to human resource management in general. With corruption identified as a major challenge across Asia and the Pacific, it is also of concern that over 40% of revenue bodies report the absence of a specific strategy to bolster staff integrity levels.
- **Efforts to strengthen accountability and transparency will lead to more effective tax administration.** Accountability and transparency are generally regarded as two of the central pillars of good governance. ISORA 2023 reporting identifies scope for many revenue bodies to strengthen their practices in these areas, for example by (i) publishing key strategic and operations-related documents; (ii) drawing public attention to key tax compliance risks, how they are being addressed, and the results being achieved; (iii) conducting regular surveys of taxpayers on their perceptions of tax administration: and (iv) pursuing initiatives to ease the administrative burden of taxpayers in complying with their tax obligations.
- **Management of tax compliance risks can be further enhanced.** Chapter 3 challenges revenue body officials to think more deeply about their approaches to the management of tax compliance risks. Drawing on developments in global risk management practices and observations of existing practices gleaned from ISORA 2023 data, the report encourages officials to think at a strategic level and promotes a holistic and organization-wide approach to compliance risk management that is data driven and supported by timely monitoring and evaluation.

The Administration of Large Taxpayers

There appear to be opportunities for many revenue bodies to reexamine and potentially refresh aspects of their large taxpayer operations. Most revenue bodies globally have adopted the recommended practice of establishing a dedicated multifunctional unit/program to focus on the compliance of their largest taxpayers. Revenue bodies that adopt this focus are better positioned to provide a higher level of service and supervision for those taxpayers responsible for the largest slice of revenue. The general advice from international bodies is that, in developing the criteria for inclusion in the large taxpayer segment, revenue bodies should aim to include those taxpayers representing around 60%–80% of tax revenue. As Chapter 3 discusses, there appears to be potential for many revenue bodies to increase their coverage of large taxpayers while at the same time reviewing the criteria used to identify large taxpayers and the resource levels of their dedicated large taxpayer unit/program.

The Digitalization of Tax Administration

Modern technology and its application to tax administration continue to evolve. As Chapters 5 and 6 discuss, many revenue bodies have made good progress on the provision and use of routine electronic services such as electronic filing and payments, and on a broader range of applications that enhance the delivery of services to taxpayers. However, technology and its uses across government and businesses continue to evolve rapidly, and are providing new and significant opportunities for revenue bodies, in particular to reduce tax gaps, ease the burden of tax compliance, and reduce reliance on downstream tax verification processes. Revenue bodies are strongly encouraged to keep abreast of global and regional developments in the ongoing digitalization of tax administration and business more broadly, as well as to share their own experiences with the use of new technologies.

Tax Administration Operations

Proper monitoring and evaluation of revenue body performance require a solid base of accurate and timely data on core tax administration operations. As reported in prior editions of this report, decisions concerning organizational priorities and resource allocations, as well as the evaluation of a revenue body's performance, rely on a solid base of operational performance-related data. The ISORA process does not require a significant amount of operational data; however, the basic data elements it seeks to quantify are central to the core work of national revenue bodies. Gaps in ISORA reporting and some occasional inconsistent and erroneous data highlight weaknesses in the operational performance measurement systems of some revenue bodies and the need for review and enhancements.

Human and Financial Resources

Much remains to be done by many revenue bodies to build a professional, engaged, and motivated workforce. As Chapters 7 and 8 discuss, high turnover of staff, gaps in workforce planning and skills, inadequate and unstable funding, and a small headquarters operation are some of weaknesses evident from analyses of ISORA 2023 data. On a pleasing note, positive trends are apparent in improving the gender balance of revenue bodies' workforces; Chapter 7 cites examples of this. However, significant levels of gender imbalance remain in almost one-third of revenue bodies, and concerted efforts will be required for some time to achieve parity.

CHAPTER 1
Introduction

The Economies Included in This Report

This report presents data reported by national revenue bodies from 45 economies in Asia and the Pacific. Not all these revenue bodies have featured in prior editions of the series. A limited array of demographic, social, and economic indicators is provided to broadly inform readers about the level of development of the economies included (Appendix Table A.2 Parts 1, 2, and 3). Among other things, these indicators reveal the enormously varied demographic, social, and economic circumstances of the economies that are briefly outlined in this section.

Citizen Populations

The economies surveyed include the two most populous globally (i.e., the People's Republic of China [PRC] and India) and some of the smallest (i.e., the Cook Islands, Nauru, Niue, and Palau). Looking at the citizen population data for 2022 of all surveyed economies:

- Four had a population exceeding 200 million, including two with a population over 1 billion.
- Five had a population between 50 million and 200 million.
- Eleven had a population between 10 million and 50 million.
- Nine had a population between 1 million and 10 million.
- Ten had a population between 100,000 and 1 million.
- Six had a population of fewer than 100,000.

Life Expectancy and Adult Literacy

Rates of life expectancy at birth in 2022 vary significantly across Asia and the Pacific, ranging from 64 years (Nauru) to just over 83 years (Singapore). Importantly, rates improved over the period 2010–2022 in over 90% of economies, with large increases (i.e., over 4 years) seen in Bangladesh, the Lao People's Democratic Republic (Lao PDR), and Mongolia.

Data on rates of adult (15 years and older) literacy for 2010 and 2020 (or latest year available) for economies across the region are incomplete but highlight significant improvements (i.e., +10%) for several economies (Bangladesh, Bhutan, and the Lao PDR). However, drawing on the latest year's available data, the rates remain comparatively exceptionally low (i.e., below 75%) in Bangladesh, Bhutan, Nepal, Pakistan, and Timor-Leste.

Communications Access

Access to electronic communication devices and data sources has proved a boon in recent decades to the economic development and social advancement of many economies, not to mention for the conduct of public sector administration. Data available for 2021 reveal that mobile penetration rates (i.e., access per 100 people) generally exceeds 100 in all economies of each region across Asia and the Pacific, except for small and remote island economies in the Pacific region. Rates of internet access and usage have also grown significantly, albeit at a slower pace. Comparatively high rates of internet usage (i.e., more than 80 people per 100) are seen in over one-third of surveyed economies, while low rates of usage (i.e., fewer than 40 people per 100) are observed in Bangladesh, Pakistan, Papua New Guinea (PNG), Solomon Islands, and Timor-Leste.

Women in Senior Management

United Nations Sustainable Development Goal (SDG) 5—achieve gender equality and empower all women and girls—sets targets to be achieved globally in respect of women. The Asian Development Bank (ADB) actively promotes achievement of this goal and regularly reports progress in its publications (e.g., its annual report of key indicators).[1] One of the indicators ADB reports on is the proportion of women in managerial positions. As relatively large employers within their respective public sectors, revenue bodies have an important role to play in the pursuit of gender equality, including at managerial levels.

From the latest data available for economies in this series, many have considerable progress to make to achieve SDG 5 as it pertains to the proportion of women in senior management positions:

- For eight economies the proportion is below 20%.
- For six economies the proportion ranges between 20% and 30%.
- For 14 economies the proportion ranges between 30% and 40%.
- For seven economies the proportion ranges between 40% and 50%.
- For one economy (Nauru) the proportion exceeds 50%.

Significantly, economies at the lower end of the scale are spread widely across Asia and the Pacific, with the data also suggesting minimal progress during the years 2019–2022.

Gross National Income per Capita

Levels of gross national income (GNI) per capita for 2022 vary by a multiple of over 50 across the region, ranging from just over $1,210 (in Tajikistan) to well over $60,000 (in Australia and Singapore). Compared with 2021, increases in GNI per capita were experienced in around 76% of economies in 2022. For 15 economies spread widely across Asia and the Pacific, the increase in GNI exceeded 10% (i.e., Armenia, Azerbaijan, Bangladesh, Fiji, Georgia, India, Kiribati, the Kyrgyz Republic, Maldives, the Marshall Islands, Mongolia, PNG, Timor-Leste, Uzbekistan, and Viet Nam).

[1] ADB. 2023b. *Key Indicators for Asia and the Pacific 2023.*

It is also relevant to acknowledge that a low GNI per capita does not necessarily equate to a low overall level of human development as assessed by, for example, the United Nations Development Programme (UNDP) (see below). Despite their low GNI per capita ratios, economies such as the Kyrgyz Republic, Tajikistan, and Uzbekistan all have Human Development Index (HDI) scores approaching or exceeding the "high" classification threshold UNDP applies in its ranking of economies.

Overall Human Development

The HDI, compiled by UNDP, assesses health, education, and income indicators to provide a measure of human development that is comparable between economies. The HDI is the geometric mean of normalized indices for each of the three dimensions. The health dimension is assessed through life expectancy at birth. The education dimension is measured through mean of years of schooling for adults aged 25 years and more and expected years of schooling for children of school-entering age. The standard of living dimension is measured through GNI per capita. The scores for the three HDI dimension indices are then aggregated into a composite index using the geometric mean.[2] A HDI value above 0.800 is classified as *very high*, one between 0.700 and 0.799 as *high*, one between 0.550 and 0.699 as *medium*, and anything below 0.550 as *low*. In its regular reporting, UNDP ranks individual economies according to their respective index score.

Drawing on the latest published report on the HDI, 15 economies scored a medium rating and one is reported as low. On a positive note, significant improvements in the ranking of several economies can be observed over the 7 years (2015–2022), including Bangladesh, the PRC, Georgia, Maldives, and Thailand.

Trust in Government and Perceptions of Corruption

Voluntary compliance with tax laws works best in an environment of trust—trust by citizens and business in government and its public sector agencies, and trust among fellow citizens and businesses that others are meeting all their tax obligations. Data on perceived levels of corruption—taken as a proxy indicator of a lack of trust—provide some indication as to the likely state of health of an economy's environment for voluntary compliance by its citizens and businesses with their tax obligations.

The Corruption Perceptions Index (CPI), established and reported annually by Transparency International,[3] is a widely used ranking of corruption and is included in ADB's Key Indicator series. The index is a measure of how corrupt each economy's public sector is perceived to be, according to experts and people's representatives. Each economy's score is a combination of at least three data sources drawn from 13 different corruption surveys and assessments. These data sources are collected by several reputable institutions, including the World Bank and the World Economic Forum.

The most recent data available for economies across Asia and the Pacific refer to the year 2023 and suggest that, with few exceptions, significant challenges remain for many economies to both reduce corruption and build trust in government (Appendix Table A.2 Part 2). In its latest report, which includes 35 of the 45 economies in this series, 24 had an index score of less than 50, including 16 where the measured index score fell over the period 2016–2023. Low index scores are concentrated among economies in Central and West Asia, South Asia, and Southeast Asia.

---

2 UNDP. Human Development Index (accessed 16 April 2024).

3 ADB. 2023. *Key Indicators for Asia and the Pacific 2023.* Transparency International. 2023. Corruption Perceptions Index 2023.

On a positive note, six economies—Armenia, Kazakhstan, the Republic of Korea (ROK), Timor-Leste, Uzbekistan, and Viet Nam[4]—all have an assessed CPI score that is some eight or more higher than when measured in 2016. Overall, reduced CPIs are observed for one-third of surveyed economies, including several advanced economies (Australia and New Zealand).

Economic Performance in 2022 and 2023

For most economies, 2022 was a year of economic growth after the economy-wide disruptions of the pandemic that were experienced in 2020 and 2021. In its report *Asian Development Outlook* of April 2024, ADB observes that developing Asia's growth momentum continued into 2023, driven by domestic demand resulting from strong consumption and investment that accelerated in the second half of the year. However, growth varied across regions:[5]

> *In East Asia, growth rebounded to 4.7% in 2023 from 2.2% in 2022 as the People's Republic of China (PRC) removed all pandemic-related mobility restrictions early in the year. By contrast, economic contractions in Pakistan and Sri Lanka moderated growth in South Asia from 6.6% to 6.4% last year. Growth in Southeast Asia also slowed to 4.1%. Growth fell by more than half in the Pacific as the contraction in Papua New Guinea's resource sector more than offset the tourism-related recovery in the subregion's island economies. Meanwhile, growth in the Caucasus and Central Asia increased marginally to 5.3% from 5.2% in 2022.*

Importantly, the rebound in tourism observed in 2022 across many economies largely continued into 2023, albeit also with some variations (footnote 5):

> *Tourism revenues increased further, while remittances largely stabilized. International tourism continued to recover, reaching 73% of pre-pandemic levels by the end of 2023. Both travel receipts and international arrivals rose. Tourism-dependent economies drove the recovery across the region, with some economies—Armenia, Maldives, Fiji, and Samoa—surpassing pre-pandemic levels. Remittances to South Asia, Southeast Asia, and the Pacific increased marginally, while money transfers to the Caucasus and Central Asia were volatile given the uncertainty over the evolving Russian invasion of Ukraine.*

Looking further ahead into 2024 and 2025, growth in developing Asia was expected to remain healthy, notwithstanding a slowdown in the PRC.

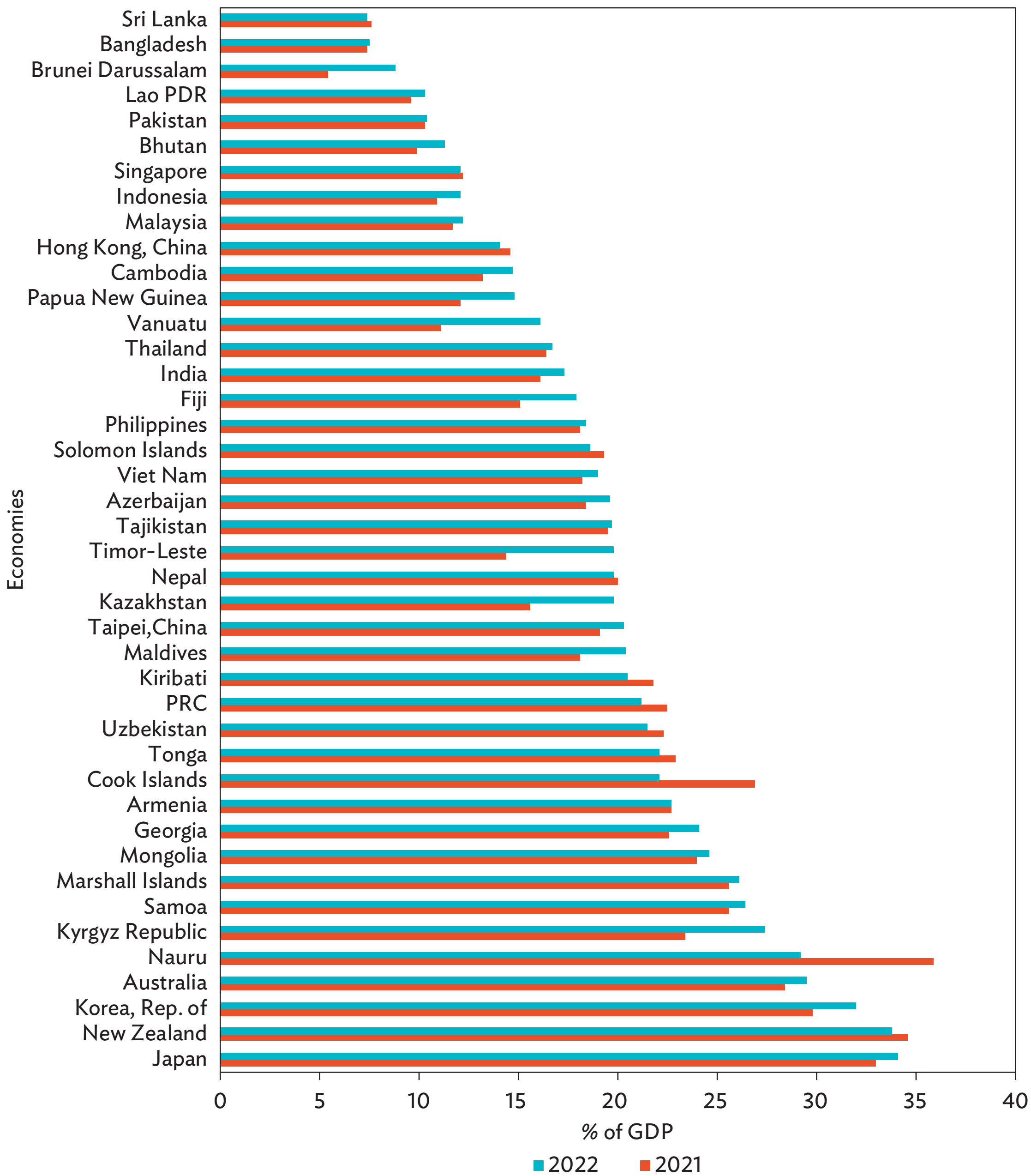
Mobilizing Taxes for Development

ADB's *Asian Development Outlook 2022* drew attention to the urgency of domestic resource mobilization for many economies across Asia and the Pacific and, among other things, to the wide variation in the tax ratios observed across the region.[6] (Figure 1.1 sets out recent data on tax ratios that could be located for participating economies.)

---

4 All these economies have shown an improved CPI of eight or more since 2016.
5 ADB. 2024a. *Asian Development Outlook*. April. Manila. p. xii.
6 ADB. 2022. *Asian Development Outlook 2022*. Manila.

Figure 1.1: Tax Collections (all levels of government), FYs 2021 and 2022
(% of GDP)



PRC = People's Republic of China, FY = fiscal year, GDP = gross domestic product, Lao PDR = Lao People's Democratic Republic.
Sources: OECD. Global Tax Database; IMF. Government Finance Statistics (accessed 31 May 2024).

Informed by substantial data and analysis, the report set out a comprehensive menu of possible policy and administrative reforms, which continue to be relevant in 2024, with many governments still rebuilding their post-pandemic economies and returning to business as usual. In the area of tax administration, the 2022 report highlighted several thematic areas for the consideration of reform efforts in most economies, including

- reconfiguring governance arrangements and increasing revenue body autonomy;
- strengthening enforcement capabilities (including extensive third-party information reporting);
- increasing oversight of businesses with the greatest tax potential (e.g., large corporations);
- simplifying administrative obligations and reducing taxpayers' compliance burden;
- providing adequate human and technology resources, and investing in modern digital technology applications;
- implementing initiatives aimed at better understanding taxpayers' behaviors and improving their morale, thereby contributing to enhanced compliance and tax collection.

Since ADB's 2022 report, several revenue bodies in the region—including those in Indonesia, Kazakhstan, Sri Lanka, and Uzbekistan—have sought to better understand the "health" of their administrative policies, practices, capabilities, and performance by engaging with international bodies for the conduct of an independent review using the Tax Administration Diagnostic Assessment Tool (TADAT).

In addition to supporting the individual jurisdictions involved, TADAT assessments contribute to building a comprehensive evidence-based picture of systemic weaknesses in tax administration and areas in need of technical assistance. Analytical work carried out by the TADAT Secretariat of completed assessments for revenue bodies in Asia and the Pacific identified four areas that were most often assessed with the lowest rating, in the absence of good, sound, or basic practices.[7] These were (i) efficient revenue management (which includes accounting for and monitoring of revenue collections, revenue estimation, and payment of tax refunds); (ii) accurate reporting in declarations; (iii) timely filing of declarations; and (iv) effective risk management (including of tax compliance and human capital risks).

Referring to all of these and other important areas of tax administration, the presentation and analysis of International Survey on Revenue Administration (ISORA) data in this series aims to assist revenue body officials to examine their capabilities, capacity, and resources for conducting essential activities, and their performance compared with revenue bodies in similar economies, as well as providing ideas for further reform.

[7] M. Cotton. 2023. The Role of TADAT in Improving Revenue Effort. Presentation at ADB's Innovative Tax Administration: A Strategic Workshop. March.

CHAPTER 2

Institutional Setups, Governance, and the Organization of Revenue Administration

Key Messages

- Opportunities for institutional reform of tax administration continue to exist for several economies in the region.
- Good governance goes hand in hand with effective tax administration; analysis of ISORA 2023 data draws attention to the many opportunities for revenue bodies across the region to strengthen their governance frameworks, especially as it concerns
  - management of human capital and tax compliance risks;
  - accountability for, and transparency of, tax administration operations; and
  - initiatives and efforts that promote participation, equitable treatment of taxpayers, and inclusiveness.
- Many revenue bodies report having recently made significant changes to their organizational setups and structures to improve manageability and operational efficiency.

Introduction

This chapter explores the types of institutional setups governments in the region have established for revenue administration, and then examines important features of their approaches to governance and the organization of revenue administration operations. To assist in evaluating the information gathered in ISORA and to provide context, the chapter also references important practical guidance and suggestions from the fiscal areas of international organizations that regularly provide technical assistance in such matters.

Institutional Setups

Types of Setups

ISORA classifies the institutional setups observed for national revenue administration into five categories, outlined in Box 2.1.

The main differences between these setups, both within the region and globally, concern their physical location within the public sector, their lines of reporting to higher authorities, their degree of autonomy, the taxes collected, and the range and nature of other roles and responsibilities their respective governments may allocate to them. The next section explores these are explored in more detail.

Box 2.1: The ISORA Classification of Institutional Setups for Revenue Administration

Single directorate in ministry (SDMIN)—revenue administration functions are the responsibility of a single organizational unit located within the structure of the ministry.

Multiple directorates in ministry (MDMIN)—functions are the responsibility of multiple organizational units located within the structure of the ministry (often sharing necessary support functions such as information technology and human resource management).

Unified semiautonomous body (USB)—functions, along with the necessary support (e.g., information technology and human resource management), are carried out by a unified semiautonomous body, the head of which reports to a government minister.

Unified semiautonomous body with board (USBB)—functions, along with necessary support (e.g., information technology and human resource management), are carried out by a unified semiautonomous body, the head of which reports to a government minister and oversight body/board of management, which may include external persons.

Other (OTH)—an institutional arrangement for which none of the above descriptions is appropriate.

ISORA = International Survey on Revenue Administration.
Source: ISORA survey - glossary of terms.

Characteristics of Institutional Setups

This section examines in further detail the characteristics of institutional setups observed in practice for the conduct of national revenue administration.

Physical Placement Within the Public Sector

As will be apparent from the descriptions provided in Box 2.1, the institutional setups for revenue administration can be distinguished by their physical location and arrangement within the public sector—for example (i) a single department within the formal organizational structure of the ministry of finance (MOF); (ii) multiple departments within the MOF (possibly sharing some common support functions—such as finance, personnel, and information and communication technology—with other areas of the MOF; (iii) a single unified semiautonomous department outside the formal organizational structure of the MOF, reporting direct to a government minister (often the minister of finance or an assistant minister); (iv) a single unified semiautonomous department outside the formal organizational structure of the MOF reporting directly to a board of management that may or may not include external persons; and (v) some other arrangement. As indicated later in this report, where a revenue administration falls within these categories of setups can have a strong bearing on its degree of autonomy.

Autonomy

The term "autonomy" generally refers to the degree of independence, freedom, or authority an organization or individual is given to make decisions concerning the actions that can be taken to perform their stated role or purpose. In a revenue administration context, international bodies generally recommend that a revenue body be given "sufficient" authority to carry out its mandate.[8] Proponents of such advice generally argue that autonomy, where exercised appropriately, can empower a revenue body to be more responsive, adaptable, and innovative and to operate as an attractive employer, all essential prerequisites for an effective revenue administration.

In practice, a revenue body's authority to act autonomously refers mainly to aspects of financial management, human resource management (HRM), and broad managerial authority: (i) financial autonomy—authority to make decisions on the spending of financial resources allocated for revenue administration; (ii) HRM autonomy—authority to make decisions concerning important aspects of HRM (e.g., staff recruitment, promotion, discipline, and dismissal; job and work design; and staff salary levels); and (iii) managerial autonomy—authority to make decisions concerning revenue administration operations (e.g., developing and implementing strategic and business plans, designing administrative policies, and setting performance standards). Data from ISORA 2023 relating to each of these forms of autonomy and their use in practice are examined later in this chapter.

In line with the advice of international bodies, the authors of this series are strong advocates of revenue institutions having a broad range of autonomous powers, accompanied by appropriate accountability and assurance mechanisms to detect and deter their misuse.

Taxes Collected

The institutional setups for revenue administration can also be distinguished by the range and nature of taxes they are mandated to collect. Differences observed in relation to this characteristic include

(i) separate revenue bodies for the administration of the main direct and indirect taxes;
(ii) allocation of responsibility for the collection of excises to the (separate) customs administration, not the main revenue body;
(iii) allocation of responsibility for the collection of social security contributions (SSCs) (where such regimes exist) to the revenue body, not the body generally responsible for social security administration; and
(iv) the collection of property taxes by the national revenue body, not a subnational body.

As indicated later in this chapter, all these characteristics can be observed in the institutional setups in place for revenue administration in Asia and the Pacific.

Other Roles (in Addition to Tax Collection)

A further characteristic that distinguishes the institutional setups for revenue administration concerns the scope and nature of any additional roles and responsibilities allocated to a revenue body by government beyond those related primarily to the collection of taxes. The most notable of these other roles concerns the administration

---

[8] W. Crandall. 2010. *Revenue Administration: Autonomy in Tax Administration and the Revenue Authority Model.* IMF; European Commission. 2007. *Fiscal Blueprints: A Path to a Robust, Modern and Efficient Tax Administration.* Strasbourg; M. Kidd. 2010. Revenue Administration: Functionally Organized Administration. IMF; World Bank. 2010. *Integration of Revenue Administration: A Comparative Study of International Experience.*

of customs.[9] For a variety of reasons (e.g., economies of scale, resource limitations, a heavy concentration of trade-related taxes), governments in many economies around the world have established a single institution to administer both tax and customs laws. As described later in this chapter, combined tax and customs administration setups are commonly observed in Africa and Europe but less so in other parts of the world, including in Asia and the Pacific.

Other roles that are sometimes allocated to revenue bodies (as well as combined tax and customs bodies) are the administration of welfare benefits; the collection of child support; real property valuation; administration of retirement savings schemes; student loan collection; maintenance of population registers; supervision of lotteries, gaming, and gambling; national property registers; and the administration of motor vehicles registration.

Institutional Arrangements for Revenue Administration in Asia and the Pacific

ISORA 2023 required revenue bodies to "self-assess" the type of institutional arrangement that, in their view, best matched their current setup, and to specify other features indicating the scope of their responsibilities: (i) the major taxes administered, (ii) customs administration responsibilities, (iii) SSC administration responsibilities, (iv) any other roles they are required to undertake (including customs administration). ISORA 2023 also sought data on aspects of autonomy in a range of specific areas. Survey responses were supplemented by research into novel or unusual features of the institutional setups in place, based on publicly available reports and other materials.

Types of Institutional Setups

Data on the types of institutional setups (and related aspects) observed for FY2022 within the 45 economies surveyed across Asia and the Pacific are set out in Appendix Table A.14 and summarized in Table 2.1. To provide a perspective and sense of how setups in Asia and the Pacific align with international practice, Figure 2.1 depicts the distribution of institutional types for revenue administration observed around the world, drawing on ISORA 2023 reporting from 166 economies.

Table 2.1: Types of Institutional Setups in Asia and the Pacific, FY2022

	Type of Institutional Setup				
			Separate Unified Autonomous Body		
Measure	Single Directorate in MOF	Multiple Directorates in MOF	No Independent Board	With Independent Board	Other
Overall no.	24	5	8	5	3
With direct taxes	23	5	8	5	3
Administering VAT	14	4	8	4	3
With excise (domestic)	9	2	5	1	3
With SSC role	2	2	2	0	1
With customs role	6	3	2	2	2
With additional roles	10	3	7	3	2

FY = fiscal year, MOF = ministry of finance, SSC = social security contribution, VAT = value-added tax..
Source: ISORA 2023.

[9] While customs administration typically involves the collection of a variety of taxes imposed on cross-border traded goods and services, its primary role is generally seen as trade facilitation, detection of smuggling, and control of people movements. As evident from the data provided in Figure 2.1, most economies have chosen to have separate institutional setups for tax and customs and administration.

The more commonly observed institutional setups within Asia and the Pacific are a single department located within the formal structure of the department of finance (24) and unified semiautonomous bodies with or without a board (13). Three revenue bodies (Bangladesh, Pakistan, and Tajikistan) reported the operation of an institutional model in the "other" category, largely for reasons unique to their specific circumstances.

In a small number of economies (Fiji, Malaysia, Maldives, Samoa, and Singapore), the semiautonomous revenue body is overseen by a management board composed of the head of the revenue body and government and nonexecutive (i.e., private sector) officials. In three of these economies (not in Maldives and Samoa, where the board is reported as having an advisory role), the board has decision-making responsibilities. Box 2.2 provides a brief outline of the Board of Management of Singapore's revenue body, including a brief description of its specific decision-making responsibilities.

Box 2.2: The Board of the Inland Revenue Authority of Singapore

The Inland Revenue Authority of Singapore (IRAS) Board was established in 1992 as part of legislation authorizing the creation of a new statutory authority with autonomy in managing its operations to administer the tax laws. The Board currently comprises the chair, who is the permanent secretary of the ministry of finance; the commissioner/chief executive officer of IRAS, and nine other members from the public and private sectors.

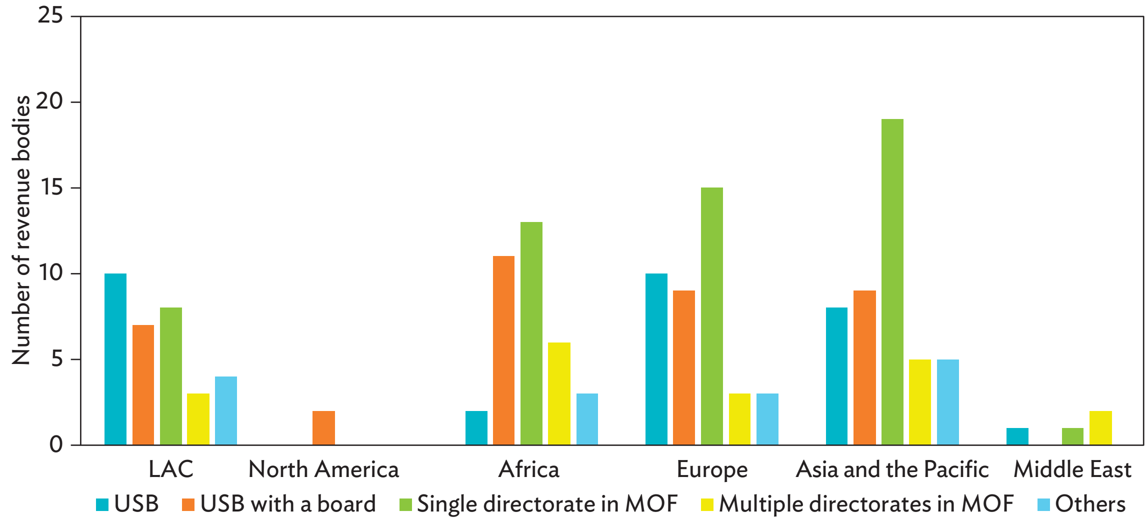
The IRAS Board provides strategic direction and guidance to IRAS management to meet its objectives. The Board meets around three times a year to review major corporate policies and approve financial statements, the annual budget, and major expenditure projects. Two Board committees carry out specific duties:

- The Audit and Risk Committee reviews the adequacy and compliance of IRAS' accounting and financial policies and internal controls. It works closely with the external auditor—the auditor-general—in reviewing the financial statements of IRAS, the scope of audit plans, and audit results. It also reviews the annual audit plan of the Internal Audit Branch and the enterprise risk management framework and processes.
- Staff Committee A is the approving authority for key remuneration policies in IRAS as well as key appointments, promotion, and remuneration of senior executives in IRAS.

Source: IRAS. Board Members and Committees (accessed 4 March 2024).

As Figure 2.1 shows, there is less use of the "unified semiautonomous" model of institutional setup in Asia and the Pacific compared with some other regions (Africa, Europe, and Latin America and the Caribbean), suggesting governments and revenue bodies generally in the region have been less reform oriented and/ or are unaware of global developments in this area and the potential advantages of more autonomous operating models.

Figure 2.1: Institutional Types for Revenue Administration (by region), FY2022

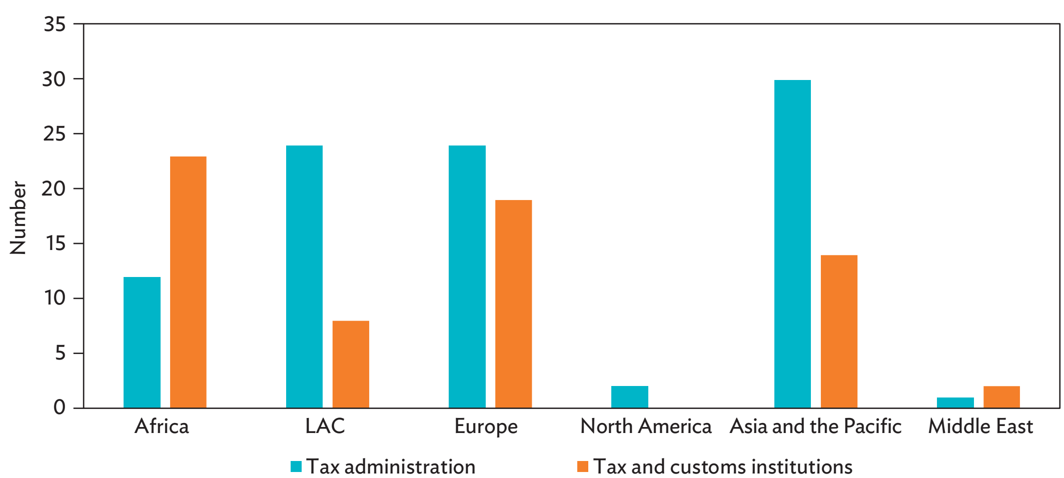


FY = fiscal year, LAC = Latin America and the Caribbean, MOF = ministry of finance, USB = unified semiautonomous body.
Source: ISORA 2023.

Combined Tax and Customs Institutions

A number of governments in Asia and the Pacific, 15 in total, have established combined tax and customs administration bodies, as observed elsewhere around the world (Figure 2.2). Around half of these are located in Pacific island economies, where factors such as economies of scale, limited resources, and/or high incidence of revenue from trade taxes are likely to be relevant to this form of institutional setup that has been in place for many years. Research for this series has not revealed any evidence of a trend toward further integration of tax and customs administration operations across Asia and the Pacific (or elsewhere).

Figure 2.2: Tax Only and Tax and Customs Administration Bodies (by ISORA regions), FY2022



FY = fiscal year, ISORA = International Survey of Revenue Administration, LAC = Latin America and the Caribbean.
Source: ISORA 2023.

Major Tax Types Administered

While there is considerable commonality in the range and nature of taxes administered by revenue bodies across the region, there are some notable differences (Appendix Tables A.3 Parts 1 and 2).

With two exceptions (Brunei Darussalam and Vanuatu), all 45 revenue bodies surveyed are responsible for the administration of both personal and corporate income taxes. However, as Chapter 6 indicates, income taxes are not the primary source of revenue for most economies in the region.

The vast majority of economies have introduced a value-added tax (VAT)/goods and services tax (GST) system of taxation as a broad-based tax on household consumption expenditure that is administered by the national revenue body. As of early 2024, 11 surveyed economies do not administer a VAT/GST system.

One final difference observed concerns the administration of excises levied on domestic producers. Here, practice across Asia and the Pacific varies to a fair degree, with responsibility for their administration allocated to the separate customs administration, as seen in Hong Kong, China; Malaysia; New Zealand; and Singapore.

Collection of Social Security Contributions

Regimes of social security regimes to fund specific government support programs (e.g., health, retirement, and unemployment) are used widely around the world but are less common in Asia and the Pacific. The annual Revenue Statistics publication for Asia and the Pacific of the Organisation for Economic Co-operation and Development (OECD) reported in 2023 that only 14 of 30 economies studied for its series had administered a social security regime for FY2021.[10]

Over recent decades, governments in many economies have sought to improve efficiency and effectiveness by integrating the collection and enforcement of SSCs with tax collection. (Azerbaijan, Nepal, and the Kyrgyz Republic are recent examples from within the region.) For many, these integration efforts have been influenced by practical guidance from international bodies (e.g., the International Monetary Fund [IMF] and the World Bank).[11] A recent IMF report[12] updates this guidance, identifying the different levels of integration that can be adopted, highlighting some of the potential advantages and benefits that can be realized (Box 2.3), and describes the high-level elements of a strategy for implementing integration.

[10] OECD. 2023. Revenue Statistics in Asia and the Pacific *2023*.

[11] For example, see IMF. 2004a. Integrating Tax and Social Security Contribution Collections Within a Unified Revenue Administration: The Experience of Central and Eastern European Countries. World Bank. 2010. *Integration of Revenue Administration: A Comparative Study of International Experience*.

[12] IMF. 2021. Integrating the Collection of Social Insurance Contributions and Personal Income Taxes. Technical Notes and Manuals.

Box 2.3: Arguments for and Potential Benefits from Integrating the Collection of Social Security Contributions and Tax

The arguments for integrating social security contribution (SSC) and tax collection rely largely on the similarities of the processes they require:

(i) Individuals need to be registered for personal income tax (PIT) and SSC purposes and allocated a unique identifier.
(ii) PIT and SSC liabilities are often based on an identical or largely similar measure of income.
(iii) Employers are required to deduct both PIT withholdings and SSCs from their payrolls and remit relevant amounts to the responsible authority.
(iv) The self-employed and other individuals have similar PIT and SSC obligations.
(v) The administrative arrangements required to check and ensure compliance by employers, the self-employed, and other individuals are similar.

Such similarities mean there is likely to be potential to obtain significant savings in taxpayers' compliance burden and administrative expenses, and to achieve higher levels of SSC compliance, through the development and introduction of integrated processes that feature (i) a common registration process, incorporating a unique identifier; (ii) the same set of assessment rules and definitions; (iii) a unified collection process (i.e., single return, identical filing and payment dates) with common compliance, enforcement, and appeals arrangements; and (iv) a single agency (i.e., the revenue body) responsible for collecting PIT and SSCs and ensuring updating of taxpayers' accounts. The International Monetary Fund's (IMF) guidance on this matter also elaborates on the potential for savings and other benefits from integration, drawing on research findings from around the world.

Source: IMF. 2021. Integrating the Collection of Social Insurance Contributions and Personal Income Taxes. Technical Notes and Manuals.

As is evident from the data set out in Table 2.2, there is a clear dichotomy in the approach adopted across the region for the administration of SSC collection and enforcement functions. Adoption of an integrated model for collection is widespread among economies in Central and West Asia but noticeably absent in much of East Asia and Southeast Asia.

Table 2.2: Collection of Social Security Contributions in Asia and the Pacific, FY2022

Collection and Enforcement of Social Security Contributions	
Administered by the Revenue Body	**Administered by Social Security Body(ies)**
Armenia, Azerbaijan, People's Republic of China, Kazakhstan, Kyrgyz Republic, Nepal, Tajikistan, Uzbekistan	Japan, Republic of Korea, Malaysia, Mongolia, Philippines, Thailand, Viet Nam

FY = fiscal year.
Source: ISORA 2023.

Governments keen to enhance the efficiency and effectiveness of SSC collection and enforcement may well want to consider the experiences of economies around the world that have adopted an integrated approach for SSC purposes.

Additional Roles Allocated to Revenue Bodies

The practice of giving revenue bodies additional roles (beyond tax and customs administration) is fairly common across the region: just over half of surveyed revenue bodies reported having one or more such roles (Table 2.3). The practice is particularly well entrenched in four economies (Kazakhstan, Malaysia, New Zealand, and Uzbekistan), where the revenue body reported having three or more additional roles. Across all economies, the more frequently reported roles are the administration of certain welfare benefits (seven economies); the valuation of real estate as a service for other parts of government (six economies); the collection of student loans (five economies); and the supervision of lottery, gambling, and gaming venues and operations (12 economies). Having regard to previous ISORA reporting, this practice appears to be more widely used in 2023.

Table 2.3: Nontax Roles of Revenue Bodies in Asia and the Pacific, FY2022

Nature of Role/Responsibility	Economies Where Revenue Body Has This Role
Welfare benefits (elements of government welfare legislation)	Kazakhstan, the Republic of Korea, the Lao People's Democratic Republic, Malaysia, Nepal, New Zealand, Uzbekistan
Child support (collection of payments from non-custodial parents)	Kazakhstan, New Zealand
Property valuation (valuation of real estate as a service for government bodies)	Indonesia, Japan, Malaysia, Pakistan, Singapore, Uzbekistan
Student loans (elements of government student loan scheme)	Australia, Fiji, the Republic of Korea, Malaysia, New Zealand
Population register (government's population register)	Uzbekistan
Retirement savings (government retirement savings plans)	Australia, Malaysia, New Zealand, Uzbekistan
Lotteries/gambling/gaming/casinos (collection of these revenues)	Armenia, Azerbaijan, Fiji, Georgia, Kazakhstan, the Kyrgyz Republic, the Lao People's Democratic Republic, Nauru, New Zealand, Timor-Leste, Viet Nam
Maintaining official national property register of government	—
Motor vehicle register (national motor vehicle register)	Nauru, Solomon Islands, Uzbekistan, Vanuatu

FY = fiscal year.
Source: ISORA 2023.

Autonomy

As noted earlier in the chapter, the conventional advice of fiscal areas of international bodies is that a revenue body should be given a "sufficient" level of autonomy in order for it to be able to carry out its mandate both efficiently and effectively. In ISORA and for this series, revenue bodies were requested to indicate the nature of the powers and responsibilities they had been authorized with to exercise, against a menu of powers of the kind that are often delegated for revenue administration purposes.

Reporting by revenue bodies on this aspect of their administration is set out in Appendix Tables A.15 and A.27 while Table 2.4 summarizes reported allocations of authority across 12 specific powers according to the type of institutional setup in place. Figure 2.3 depicts the allocation of powers across the 45 surveyed economies, highlighting the more commonly delegated powers and those less so. From the information presented, some important observations can be made:

- Revenue bodies reporting they are established as semiautonomous bodies consistently report having greater authority than do revenue bodies with some other form of institutional arrangement; this distinction is most noticeable concerning most aspects of HRM and discretion over the use of operating and capital expenditure budgets.
- Across all revenue bodies, the areas of least authority concern powers (i) providing discretion for the spending of the capital budget, (ii) to allocate staff to a specific salary range, (iii) to terminate staff employment, (iv) to design the revenue body's internal structure, and (v) providing flexibility in the use of the operating expenditure budget.
- There is a wide disparity in overall levels of revenue body autonomy across the region, with over 25% reporting relatively low autonomy (viewed as having six or fewer powers) and 31% reporting moderate autonomy (viewed as having seven to nine powers). Many of the revenue bodies indicating a relatively low level of overall autonomy are, unsurprisingly, very small administrations and concentrated among Pacific island economies (the Marshall Islands, the Federated States of Micronesia [FSM], Nauru, Niue, Tonga, Tuvalu, and Vanuatu).

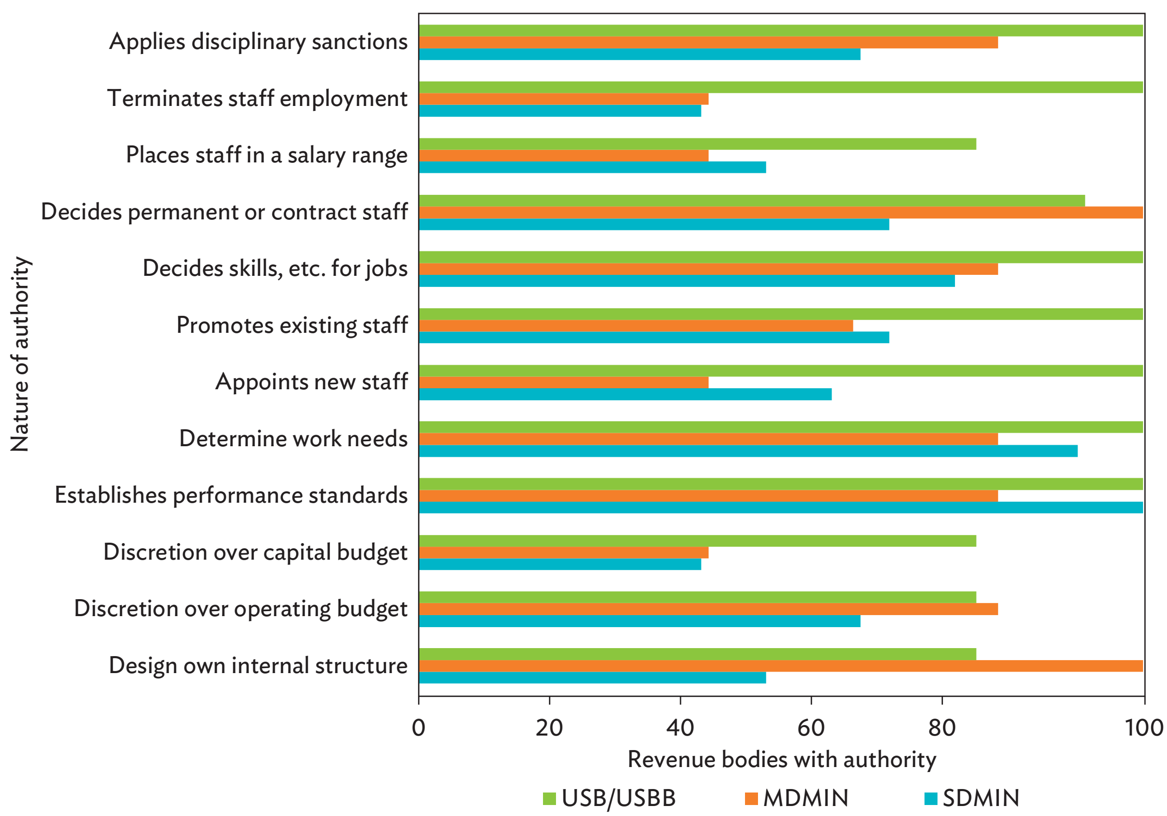
Table 2.4: Authority Delegated to Revenue Bodies (by type of institutional setup)

Nature of Authority	Type of Institutional Setup (and number)					
	Semiautonomous Body with/without Board (13)		Multiple Departments within MOF (5)		Single Department within MOF (23)	
	No. with Authority	% of total	No. with Authority	% of total	No. with Authority	% of total
Designs own internal structure	10	77	5	100	11	48
Discretion over operating budget	10	77	4	80	14	61
Discretion over capital budget	10	77	2	40	9	39
Establishes performance standards	13	100	4	80	23	100
Determines work needs	13	100	4	80	21	91
Appoints new staff	13	100	2	40	13	57
Promotes existing staff	13	100	3	60	15	65
Decides skills, etc. for jobs	13	100	4	80	17	74
Decides permanent or contract staff	12	92	5	100	15	65
Places staff in a salary range	10	77	2	40	11	48
Terminates staff employment	13	100	2	40	9	39
Applies disciplinary sanctions	13	100	4	80	14	61

MOF = ministry of finance.

Source: ISORA 2023.

Figure 2.3: Revenue Body Authority (by type of institution), FY2022



FY = fiscal year, MDMIN = multiple directorates in ministry, SDMIN = single directorate in ministry, USB = unified semiautonomous body, USBB = unified semiautonomous body with board.

Source: ISORA 2023.

Tax Revenue Contribution of Taxes Collected by Revenue Body

With differences in institutional setups in place and other relevant factors, it is inevitable that there will be variations in the proportion of an economy's overall tax revenue that the national revenue body collects. The higher the share, the higher the degree of importance that the national revenue body is well governed and seen to be an effective administrator. Figure 2.4 contrasts the total amount of tax revenue collected by participating revenue bodies for FY2022 with the corresponding amount of each economy's total tax collections for all levels of government (Appendix Table A.2 Part 3). It is noted that this comparison understates—to varying degrees—the share of taxes the revenue body collects in those economies where both tax and customs laws are administered by a single institution.

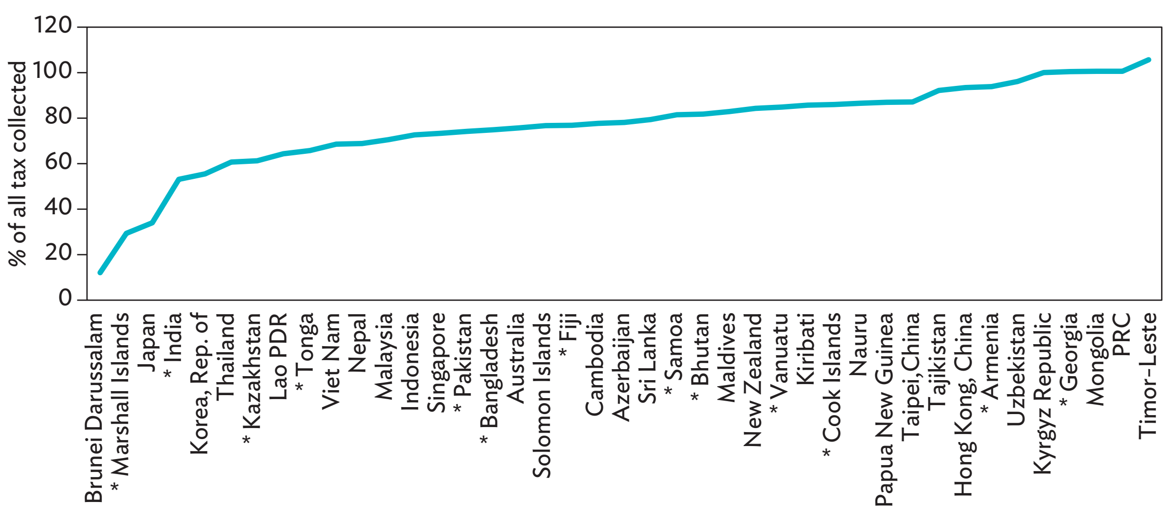
As will be apparent, the share of taxes participating revenue bodies collect varies enormously, ranging from below 20% to around 100% in several economies. While not researched in any depth, there are several factors that explain this wide variation between economies:

(i) Comparatively high ratios are seen in economies where there is a highly centralized and integrated model of revenue administration where the revenue body collects all direct and indirect taxes, including excises, and also SSCs, where such regimes exist,

(ii) For those economies where the share of taxes collected by the revenue body is relatively low, the main contributing factors are typically one or more of the following:

- The (separate) customs body is also responsible for the administration of excise duties.
- Separate institutional setups exist for the administration of direct and indirect taxes.
- Significant tax collection responsibilities are allocated to subnational governments.
- All aspects of any social security regime in place are administered by one or more separate social security bodies.

Figure 2.4: Revenue Body Tax Collections, FY2022
(% of all tax collected)



PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic.

Note: * Denotes a single institution responsible for both tax and customs administration. The computed ratio marginally exceeds 100% for a few economies owing to data inconsistencies (e.g., concerning tax revenue classification) across data sources.

Sources: ISORA 2023; OECD. Global Tax Database (accessed 31 May 2024); IMF. Government Finance Statistics (accessed 31 May 2024).

From the data reported in this and prior edition of this series, opportunities for increased integration of government revenue collection would appear to exist for some economies.

Governance

Revenue bodies and their management are ultimately judged on their success in improving compliance with tax laws (thereby increasing overall revenue collections), improving their efficiency and service delivery, reducing taxpayers' burden, and building confidence in the tax system and its administration. Critical for achieving all these goals is the establishment of a professional, competent, and engaged workforce. The extent to which all these outcomes are realized depends directly on a revenue body's system of governance and related practices, as emphasized in an IMF report in 2015 dealing with the challenges in tax administration:[13]

> *Revenue authorities are in many countries large, complex, powerful organizations with critical macroeconomic and developmental roles... The tax receipts they manage, which commonly dwarf the sales of the largest national companies, are critical to stability and growth; they have large workforces and often extensive office networks; they have extraordinary legal powers; and their good governance is pivotal to wider state-building.*

What Is Governance and Why Is It Important?

The term "governance" refers to the systems and processes an organization uses to make decisions and carry out its mandate, and the mechanisms by which it and its staff are held to account. Governance, and what is referred to as "good governance," are actively promoted by international bodies as essential prerequisites for the successful institutions required to support sustainable human development. A useful example of this advice is contained in a 2009 policy brief prepared by the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), which sets out a concise definition of governance and what it considers to be characteristics of good governance (Box 2.4).

Governance Arrangements for Revenue Administration

The nature and specific features of governance arrangements considered essential for successful revenue administration are explored in detail in diagnostic tools and associated practical guidance produced by international bodies.[14] The IMF's Tax Administration Diagnostic Assessment Tool (TADAT), which is probably the best known of these tools and is used widely in the evaluation of tax administration setups and their performance, provides considerable guidance in its field guide on the governance features considered necessary for an effective revenue administration, and sets out a range of features and dimensions for evaluating the strengths and weaknesses of a revenue body's governance framework (Box 2.5).

A critical area of governance addressed in some detail in this series concerns risk management. The TADAT field guide draws attention to the importance of sound risk management approaches to address what it terms "institutional risks," "human capital risks," and "tax compliance risks." Chapter 3 of this series introduces the concept of an "enterprise risk management (ERM)" framework, which is simply an organization-wide approach to identifying, evaluating, assessing, and treating those risks critical for achieving businesses objectives. By definition, ERM encompasses three areas of risk addressed in the TADAT field guide.

[13] IMF. 2015. *Current Challenges in Revenue Mobilization: Improving Tax Compliance.*

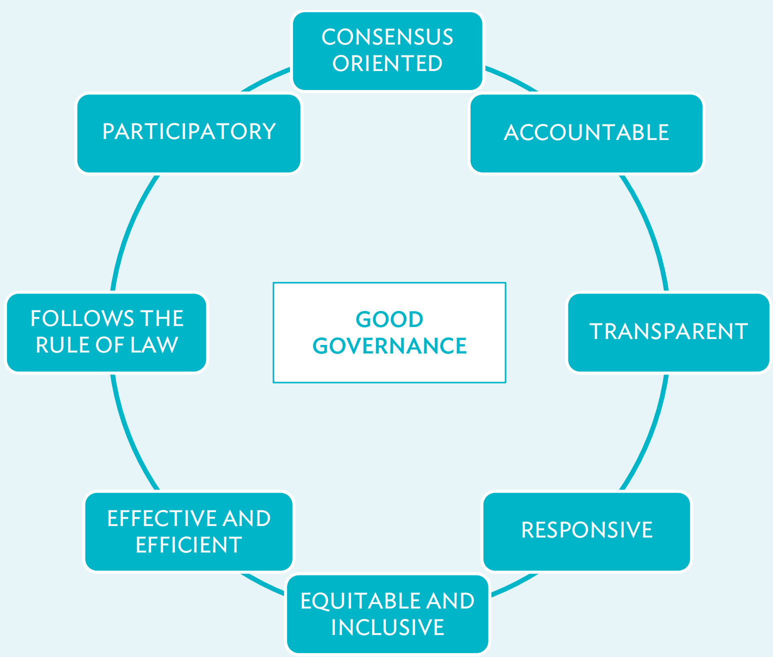
[14] Examples include the European Union's fiscal blueprints (2007), the IMF's TADAT, and the European Commission's recent (2023) publication *Compliance Risk Management in the Digital Era.*

Box 2.4: What Is Good Governance?

Governance: The concept of governance is not new. It is as old as human civilization. Simply put, governance means **the process of decision-making and the process by which decisions are implemented (or not implemented)**. Governance can be used in several contexts, as in corporate governance, international governance, national governance, and local governance. Since governance is the process of decision-making and the process by which decisions are implemented, an analysis of governance focuses on the formal and informal actors involved in decision-making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement the decision.

Good governance has eight major characteristics. It is participatory; consensus oriented; accountable; transparent; responsive; effective and efficient; and equitable and inclusive, and follows the rule of law (Figure 2.5). It ensures corruption is minimized, the views of minorities are considered and the voices of the most vulnerable people in society are heard in decision-making. It is also responsive to the present and future needs of society.

Box Figure: Characteristics of Good Governance



Source: UNESCAP. 2009. What Is Good Governance? *Policy Brief*.

Box 2.5: TADAT—Governance Features Contributing to Effective Revenue Administration

Practical guidance set out in the Tax Administration Diagnostic Assessment Tool (TADAT) field guide for performance outcome areas 2 (Effective Risk Management) and 9 (Accountability and Transparency) articulate key features of the governance practices and arrangements recommended for effective revenue administration:

- **sound risk management practices to address institutional, human capital, and tax compliance risks** that confront revenue bodies in carrying out their mandate;
- **external oversight of the tax administration** through, for example, (i) mandatory reporting to parliament by way of an annual report on tax administration operational and financial performance, (ii) financial and performance audits conducted by the government auditor; and (iii) parliamentary committees or similar bodies probing the senior executive in relation to external audit findings;
- **the timely publication of a revenue body's future directions and plans,** for example a multiyear strategic plan, annual business plans, etc.;
- **independent and impartial investigation of taxpayer complaints** concerning wrongdoing and maladministration by the tax administration;
- e**mbracing of ethical standards and procedures—including codes of conduct, declaration of interests and assets of tax officials, and protection of whistle blowers**—aimed at preventing tax officials from abusing the powers of their position;
- **having internal assurance mechanisms in place,** especially (i) internal controls in the form of internal policies, procedures, and systems; and (ii) an internal audit unit responsible for assuring senior management of the soundness of—and adherence to—the administration's internal control, risk management, and governance frameworks;

  engagement of citizens through stakeholder consultation and client surveys. A wide range of consultative activities are undertaken to engage with the community, including business and industry partnerships, segment-based liaison forums, interactive seminars, and various feedback channels.

Source: Adapted from IMF. 2019. *TADAT: Tax Administration Diagnostic Assessment Tool Field Guide.*

Governance Features of Revenue Bodies in Asia and the Pacific

ISORA 2023 required revenue bodies to indicate whether specific policies, practices, and arrangements had been adopted that together constituted essential elements of their respective governance frameworks for the management of revenue administration. While it is not possible to provide a definitive assessment of the overall features and health of each revenue body's governance framework from the limited information captured in ISORA 2023, the responses provided, both individually and collectively, provide a pointer to likely areas of strengths and weaknesses both within revenue bodies and across the region. With this in mind, the series uses an extensive menu of practices, policies, and actions to construct a set of indicators for selected areas of governance: (i) risk management (as it concerns human capital and tax compliance risks); (ii) accountability and transparency; and (iii) practices that are participatory and equitable and promote inclusiveness (Table 2.5). Figures 2.5, 2.6, and 2.7 summarize the data reported in ISORA 2023 for each of these areas.

From analysis of the data reported, some important observations and findings can be drawn concerning perceived areas of strength, along with the many gaps observed in practice pointing to the need for urgent attention.

Table 2.5: Selected Governance Framework Indicators for Revenue Administration

Risk Management (for human resource management and tax compliance risks)	The revenue body • is subject to a public service-wide code of conduct • has its own code of conduct • has an integrity strategy • has a human resource management strategy • assesses current and future staff capability needs • has a formal compliance risk management strategy • has a compliance risk management strategy covering the main risk areas (i.e., filing, payment, reporting)
Accountability and Transparency	The revenue body: • has an external auditor • has a formal internal assurance mechanism • prepares and publishes a strategic plan • prepares and publishes an annual plan • publishes an annual performance report • has formal service delivery standards that are made public • publishes an organizational chart • regularly publishes its key compliance risks • reports regularly on outcomes from addressing key compliance risks • undertakes tax gap research and publishes the findings • has a formal cooperative compliance program for large businesses • publishes a formal statement of taxpayers' rights • publishes a formal taxpayer service/assistance strategy • publishes the findings of taxpayer satisfaction surveys • administers a system of public rulings • has a strategy to ease taxpayers' compliance burden that is published
Participatory, Equitable, and Inclusive	Taxpayers have the right to challenge assessments through: • an internal review by the administration • an independent review by an external body • an independent review by a higher appellate court
	Taxpayers have: • access to specific mechanisms to deal with complaints • the right to review decisions
	The revenue body: • periodically surveys staff on their attitudes, perceptions, and workplace satisfaction • shares survey results with staff • engages staff in developing and implementing action plans, etc. • periodically surveys staff on diversity and inclusion
	The revenue body: • engages with individuals to assess taxpayers' satisfaction with its services • engages with businesses to assess their satisfaction with its services • engages with tax intermediaries to assess their satisfaction with its services

Sources: Authors' compilation and ISORA 2023.

Risk Management

The management of both human and tax compliance risks continues to require further attention and efforts from many revenue bodies across the region (Figure 2.5):

- Around one-third of revenue bodies report not having a formal HRM strategy and less than half take steps to actively assess their current and future staff needs.
- A significant gap is apparent concerning activities undertaken by revenue bodes to enhance staff integrity. Over 40% report the absence of a formal integrity strategy, including eight economies (Armenia, Azerbaijan, Kazakhstan, Maldives, Nepal, Solomon Islands, Sri Lanka, and Vanuatu) where corruption within the public sector is currently assessed as a serious concern—for this series viewed as a CPI score below 50.[15]
- With domestic resource mobilization in focus for most economies, urgent and concerted efforts appear necessary to strengthen tax compliance risk processes and the targeting of key compliance risks (i.e., on-time filing and payment, and correct reporting). This matter is explored in further detail in Chapter 3.

Figure 2.5: Risk Management Governance Indicators, FY2022

CRM = compliance risk management, FY = fiscal year.
Source: ISORA 2023.

Accountability and Transparency

The TADAT field guide emphasizes the importance of accountability and transparency practices, describing them as two of the central pillars of good governance and observing that:[16]

> *… their institutionalization reflects the principle that revenue bodies should be answerable for the way they use public resources and exercise authority. To enhance community confidence and trust, they should be openly accountable for their actions within a framework of responsibility to the minister, legislature, and general public.*

[15] Transparency International ranks 180 economies around the world by their perceived levels of public sector corruption, scoring on a scale of 0 (highly corrupt) to 100 (very clean). The latest index scores for economies in Asia and the Pacific are set out in Appendix Table A.2 Part 2.
[16] IMF. 2019. *TADAT: Tax Administration Diagnostic Assessment Tool Field Guide.* p. 16.

Drawing on ISORA 2023, there appears to be considerable scope for revenue bodies across the region to strengthen these important aspects of their overall governance framework for revenue administration (Figure 2.6):

- Many revenue bodies appear unable or unwilling to publish important strategic and operations-related documents. For example:
  - Only 28 of 38 revenue bodies that produce a strategic plan make it public.
  - Only 24 of 41 revenue bodies that produce an annual performance report make it public.
  - Only 20 of 32 revenue bodies with a formal taxpayer assistance strategy make it public.
  - Only 10 of 24 revenue bodies that carry out surveys of taxpayers' (i.e., businesses') satisfaction with services publish their findings.
- The absence of formal tax compliance risk management (CRM) processes across many revenue bodies, along with minimal use of tax gap research methods, results in extremely limited public disclosure of important compliance risk issues and related topics and (presumably) minimal public awareness of the overall health of the tax system.
- For reasons that have not been identified, tax administration practice and performance is not the subject of external evaluation by government audit bodies in around 20% of surveyed economies (Azerbaijan, Brunei Darussalam, Kiribati, Niue, Tajikistan, Timor-Leste, Tuvalu, and Uzbekistan).
- The practice of surveying taxpayers and tax intermediaries is absent in almost 50% of observed revenue bodies, and particularly among many in South Asia.
- Only around one-quarter of revenue bodies reported initiatives to evaluate taxpayers' compliance burden and take remedial action.

Figure 2.6: Accountability and Transparency Governance Indicators, FY2022

FY = fiscal year.
Source: ISORA 2023.

Participatory, Equitable, and Inclusive

Activities and processes that promote participation, equitable treatment of taxpayers, and inclusiveness are also important elements of a revenue body's governance framework for effective revenue administration. ISORA 2023 points to a number of strengths and weaknesses in these areas (Figure 2.7):

- Generally speaking, taxpayers appear well served across the region in terms of their ability to challenge assessments through a variety of mechanisms (e.g., internal review, independent external body) and to have decisions reviewed though formal complaints mechanisms.
- The vast majority of revenue bodies publish a formal statement of taxpayers' rights, either founded in statute or in administrative practice documents.
- While ISORA 2023 did not explore the use of consultative mechanisms for engaging with taxpayers and representatives, the limited use of regular surveys of taxpayers and tax intermediaries suggests many revenue bodies are foregoing opportunities to obtain important feedback on their services and performance:
  - Only 24 of 45 revenue bodies survey individuals and businesses on their satisfaction with the services of the revenue body.
  - Only 12 of 45 revenue bodies survey tax intermediaries on their satisfaction with services of the revenue body.
- Less than half of surveyed revenue bodies periodically survey staff on their attitudes, perceptions, and job satisfaction; share survey results with staff; and/or actively engage with staff on developing and implementing action plans.

Figure 2.7: Participatory, Equitable, and Inclusive Governance Indicators, FY2022

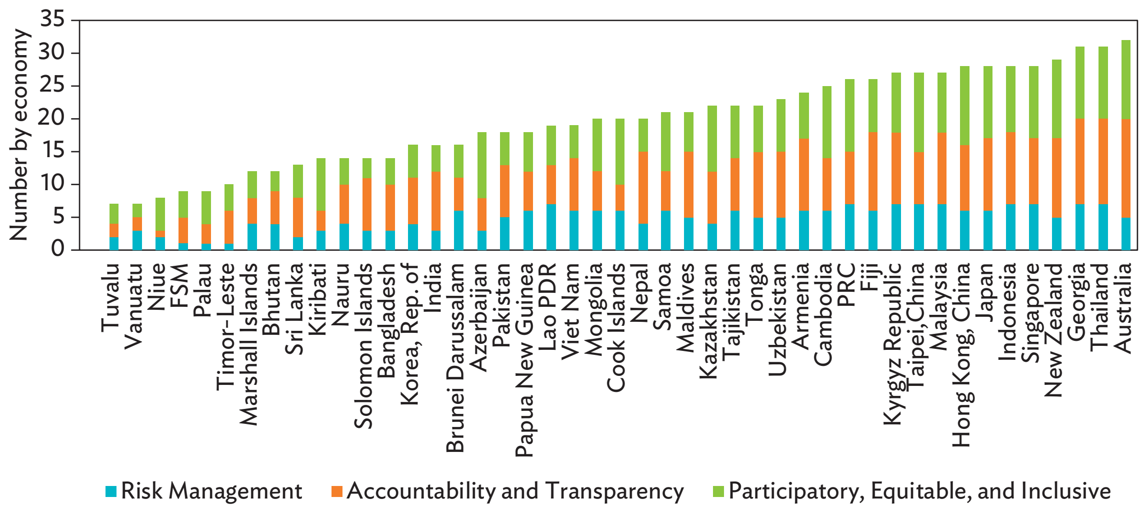
FY = fiscal year.
Source: ISORA 2023.

Governance—the Summary Picture

While the individual aspects of governance explored in ISORA 2023 do not have equal weight/significance, their collective presence or absence is considered to provide a fairly reliable indication of overall strength or weakness of a revenue body's governance arrangements.

Viewed across the 35 governance indicators applied within the categorizations used for ADB's analysis (Table 2.5), the emerging picture from ISORA 2023 is one of considerable potential across the region to build more effective governance frameworks for revenue administration. As Figure 2.8 indicates, roughly half of surveyed bodies fall below a benchmark of 20 reported governance indicators (out of a possible 35). Revenue bodies in this category are largely concentrated across Pacific island economies and those in South Asia.

Figure 2.8: Governance Indicators (by economy), FY2022



PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Source: ISORA 2023.

The Organization of Revenue Administration

Organizational Design

Like all organizations, and especially large public sector institutions, revenue bodies require a coherent organizational structure, one that best enables them to carry out their mandate in an efficient, effective, and accountable manner. Determining what is "best" or appropriate for a revenue body may not always be easy, and there is therefore a need for some guiding principles to assist in making decisions. By way of example, Box 2.6 sets out 10 organizational design principles recommended for any organization.

Box 2.6: Principles of Organizational Design

Organizational structures exist to enable the performance of work activities in line with the company's strategy. This definition applies at every level of the organization, from corporate layers to functional subunits. As in devising strategy, designing an effective structure requires making trade-offs. In addition, there is never a single best structure for any company or function. All structures have inherent strengths and weaknesses, and all companies have different capabilities and strategic positions.

Good organizational design is finely tailored to deliver a company's competitive strategy through enabling its work activities. The design can be evaluated by means of specific criteria, such as what strategic initiatives and critical operational capabilities the structure should enable. Regardless of the specific design criteria, however, every design should also be evaluated against a set of key organizational principles. These 10 principles apply to any structure at any level, regardless of design criteria:

(i) Enable strategy
(ii) Leverage people
(iii) Contain cost
(iv) Operate within constraints
(v) Eliminate difficult links
(vi) Protect critical specialists
(vii) Optimize hierarchy
(viii) Clarify decision rights and responsibilities
(ix) Strengthen accountability
(x) Encourage innovation and flexibility

Source: PWC. 2009. *Key Principles of Organization Design: Diagnosing Issues in a Company's Structure.* Point of View publication.

International bodies promoting reform of revenue administration consistently emphasize the importance of revenue bodies having a coherent organizational structure, one that balances efficiency, operational needs (e.g., taxpayer service delivery), and taxpayer burden considerations.[17] To these ends, the traditional guidance provided has recommended a body structured primarily on a functional basis, with divisions dedicated to dealing with key taxpayer segments (e.g., large corporations, small and medium-sized enterprises)—in short, a hybrid form of organizational model based largely on functional and taxpayer segment criteria. Complementing these basic principles, the guidance provided has also emphasized a number of structural aspects to underpin effective and efficient administration:

(i) The revenue body comprises the functions necessary for the effective administration of tax laws, including dedicated divisions for tax fraud investigations, internal audit, and internal affairs.
(ii) A revenue body should have a sufficiently resourced and empowered headquarters operation to oversee all aspects of tax operations at the regional and local levels.
(iii) Office networks for tax administration operations (e.g., taxpayer accounting, services, debt collection, and verification) should be designed to take account of viable critical mass and economic considerations, with specialist national or regional centers for some functions.
(iv) The revenue body supports the MOF and other government bodies engaged in the operation of the tax system through, for example, the timely delivery of taxpayer data for revenue estimation and modeling purposes and providing effective stewardship of the system of tax incentives.

17 See, for example, W. Crandall. 2010. *Revenue Administration: Autonomy in Tax Administration and the Revenue Authority Model*. European Commission. 2007. *Fiscal Blueprints: A Path to a Robust, Modern and Efficient Tax Administration*. M. Kidd. 2010. *Revenue Administration: Functionally Organized Administration*. IMF; World Bank. 2010. *Integration of Revenue Administration: A Comparative Study of International Experience*.

The Organization of Tax Administration in Asia and the Pacific

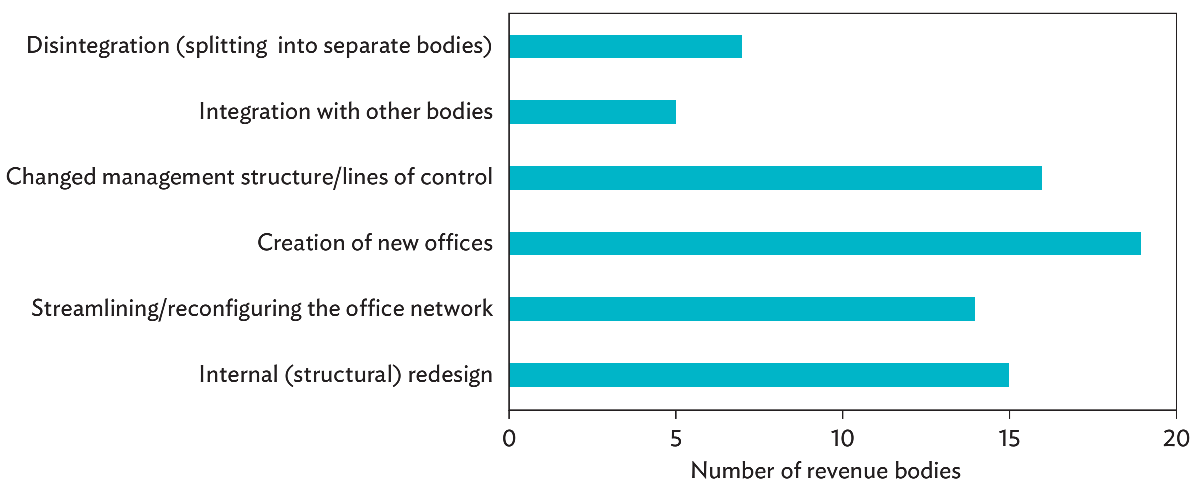
Unlike prior surveys, ISORA 2023 introduced a revised set of questions concerning the organizational structures in place for revenue administration, focusing on ***the nature of significant structural reforms recently implemented or underway and the drivers/reasons for these reforms***. Revenue bodies were also requested to indicate whether they had published a formal organizational chart and, where possible, to provide a relevant weblink. From the data reported and a review of revenue bodies' organizational charts, a fairly clear picture emerges of the structures in place, and some of the recent structural reforms and their rationale.

Overall Organizational Design

The vast majority of revenue bodies continue to have an organizational structure based on a mix of criteria (function, taxpayer segment, and tax type), with the functional criterion clearly dominant. Revenue administration in a very few economies (Bhutan, India, and Malaysia) continues to be organized principally on a tax type basis, with separate direct and indirect tax divisions and, in the case of Malaysia, in separate organizations.

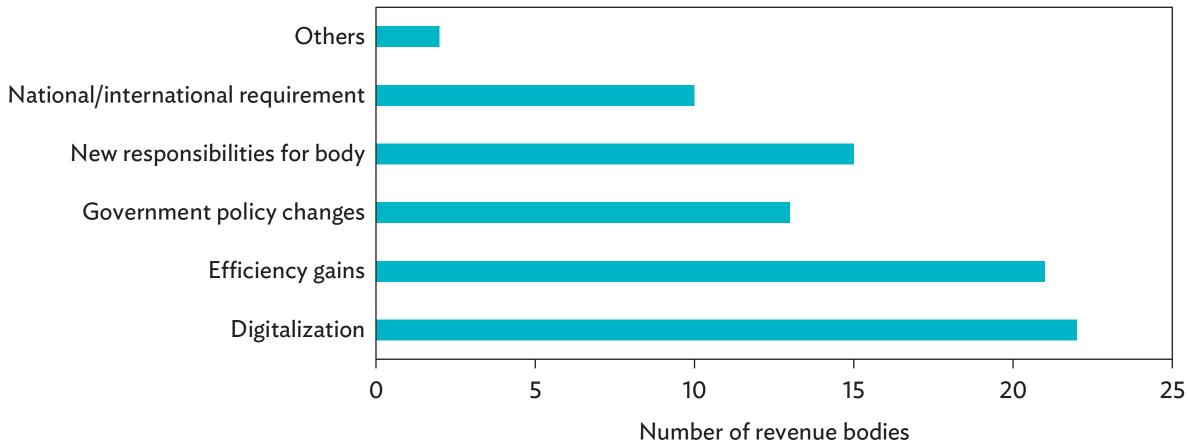
Within the context of the overall structures in place, ISORA reporting indicates that many significant structural reforms were made in FY2022 or were being implemented. As Figure 2.9 indicates, over two-thirds of surveyed revenue bodies report having made significant structural reforms in FY2022, for the most part involving internal structural redesign, changed management structures/lines of control, and the creation of new offices. Many of the reforms reported were (i) facilitated by digitalization, (ii) initiated to achieve efficiency gains, and/or (iii) resulted from government policy changes and the allocation of new responsibilities (Figure 2.10).

Figure 2.9: Recent Organizational Reforms (by nature of reform), FY2022



FY = fiscal year.
Source: ISORA 2023.

Figure 2.10: Drivers of Structural Reform, FY2022



FY = fiscal year.
Source: ISORA 2023.

Information reported by revenue bodies in Armenia and Cambodia provides useful examples of the changes being made to improve the delivery and management of tax administration:

Armenia

The State Revenue Committee (SRC) of Armenia is one of several revenue bodies that reported a large number of changes to its internal structure to improve operational efficiency and management. These included the following:

- To increase the effectiveness of the work of divisions performing analytical functions, all such functions have been brought together within one department. The new analytical department combines seven divisions, including Large Taxpayers, Medium Taxpayers, Small Taxpayers, Analytical, Monitoring, Desk Audit, and Processing Third-Party Information.
- Structural changes have been implemented, enabling the establishment of a new Development and Administration Strategic Programs Department.
- The Transfer Pricing and Tax Treaty Enforcement Division, formerly under the coordination of the International Relations Department, is now aligned with the Department of Comprehensive Tax Audits for the purpose of ensuring standards within the framework of the Base Erosion and Profit Shifting (BEPS) program.
- The Legal Department, previously coordinated by the deputy chair of the SRC, is now under the direct coordination of the chair of the SRC.

Cambodia

The General Department of Taxation (GDT) of Cambodia reported a large number of changes covering several fiscal years, albeit concentrated in FY2202. Enabled by a large increase in staff resources, these included

- expansion of the Tax Crimes Investigation Department to increase the capacity for the investigation of tax crimes;
- creation of a Research and E-Commerce Bureau to carry out research on international best practices related to e-commerce in order to update e-commerce management systems;
- creation of additional bureaus to expand the GDT's capacity for conducting audits of enterprises.
- addition of a new bureau within the structure of the GDT's National Tax School to develop policies, procedures, and guidelines for the study and management of tax service agencies and to coordinate affairs related to the study at the National Tax School of staff and students;
- addition of a new bureau within the Finance and Personnel Department to develop and implement policies to evaluate staff performance and their counselling;
- creation of new bureaus dedicated to managing and collecting property taxes and taxes on capital gains.

Large Taxpayer Operations

Over 30 revenue bodies report the operation of a dedicated large taxpayer division/unit in FY2022, for many comprising a broad mix of functions. Unsurprisingly, this form of organizational arrangement was largely absent across Pacific island economies, where populations of large corporate taxpayers are very small and do not justify such an arrangement, and in Bhutan and Timor-Leste. Revenue bodies in larger economies without this arrangement are the ROK and Taipei,China. Chapter 3 examines this topic further.

High-Net Wealth Individuals

In contrast with the management of large corporate taxpayers, there appears little interest across Asia and the Pacific in establishing similar dedicated divisions and units to focus on the management of high-net wealth individual (HNWI) taxpayers. This is a surprising outcome given estimates of the numbers of HNWIs residing across Asia and the Pacific. For FY2022, only nine revenue bodies report having dedicated divisions/programs to manage the affairs of these taxpayers (Australia, Indonesia, Japan, Malaysia, Mongolia, PNG, Sri Lanka, Tonga, and Viet Nam). However, there is considerable variation in the scope of functions performed under such arrangements, ranging from very narrow (e.g., only registration or audits) to very broad (i.e., a mix of functions). Chapter 3 examines this topic further.

Headquarters Operation

ISORA 2023 provides limited information of revenue bodies' headquarters operations, with data sought only on the proportion of staff resources dedicated to headquarters functions/operations. Chapter 8 explores this topic further.

CHAPTER 3

Managing Taxpayer Compliance

Key Messages

- All organizations, regardless of their size or the nature of their operations, face risks that may affect their success.
- Embedding risk management processes into the fabric of the organization at the strategic, operational, and tactical levels helps improve performance and protect viability.
- Enterprise risk management and compliance risk management (CRM) work together and complement each other.
- CRM advocates a systematic approach for identifying, assessing, and prioritizing risk, to support and build voluntary compliance more effectively.
- CRM is data dependent, and development and implementation of a comprehensive data management strategy can be an effective method for guiding and driving a revenue body's efforts.
- Taxpayer segmentation is an important and valuable tool to better target and tailor CRM efforts.

Introduction

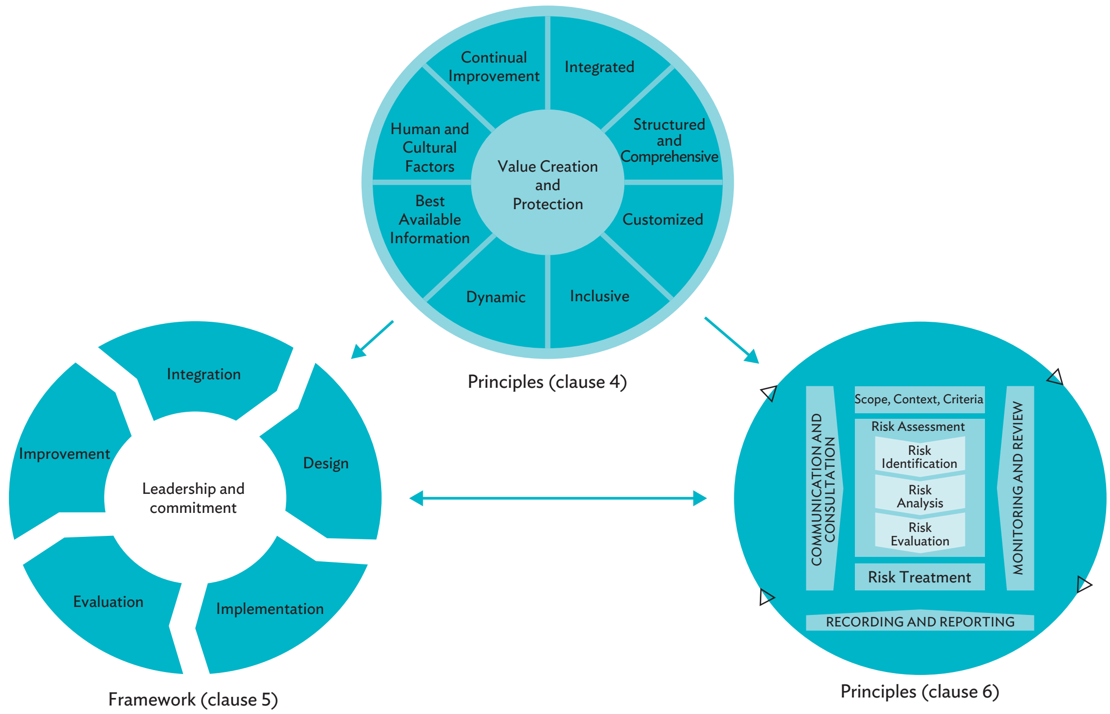
All organizations, regardless of their size or the nature of their operations, face risks that may affect their success, to varying degrees, and may even threaten their survival. Embedding risk management processes into the fabric of the organization at the strategic, operational, and tactical levels helps optimize the organization's achievements and protect viability by promoting a culture where threats and vulnerabilities (risks) are actively identified and controlled to eliminate or minimize negative impacts. The identification and management of risk is best supported by a well-documented, systematic, and repeatable process of identifying, assessing, prioritizing, and mitigating the impact of those risks considered to be material and in need of active intervention.

At an organizational level, commonly encountered risks include systems failures, financial loss, skills shortages, safety concerns, and reputational risks, among others. Encouraging an organization-wide risk management culture supports the proactive prevention of risks, and, where risks are unavoidable, helps protect against, or limit, the adverse consequences when they do occur. This chapter discusses a range of approaches adopted by revenue bodies, in managing their core business of optimizing taxpayer compliance: (i) the broader context of enterprise risk management (ERM), (ii) the strategic importance of compliance risk management (CRM) to support revenue administration and resource mobilization, (iii) CRM in the digital age, and (iv) taxpayer segmentation and CRM.

An Enterprise Risk Management Approach

Revenue bodies, like all organizations, rarely have the capacity or capability to address all the risks to their operations and that threaten the achievement of their strategic goals. Sound, transparent processes help revenue bodies make choices about how to use limited and often scarce resources to best effect, and to explain and defend those choices to stakeholders. An enterprise (institution)-wide risk management framework provides a systematic approach, which, if properly implemented, will enable organizations to (i) make a comprehensive evaluation of all risks that could keep them from achieving their goals and objectives and thus hinder their success, including risks to key assets; (ii) gauge the severity of those risks, the likelihood of their occurrence, and the anticipated consequences; and (iii) develop and implement well-designed mitigation strategies commensurate with the levels of risk presented, and consistent with the nature of the operations and the risk appetite of the organization. A standardized approach, such as that outlined in the International Organization for Standardization (ISO) Risk Management Guidelines (31000:2018),[18] provides guiding design principles, a reliable and tested framework, a comprehensive process, and common agreed concepts and terminology. Figure 3.1 outlines the guidance included in the ISO guidelines on the principles, the process, and the framework that may be applied for managing enterprise (organizational) risks.

Figure 3.1: ISO Risk Management Principles, Process, and Framework



ISO = International Organization for Standardization.
Source: ISO. 2018. Risk Management Guidelines. ISO31000:2018. Geneva.

[18] ISO. 2018. *Risk Management Guidelines*. ISO31000:2018. These are generic risk management standards developed by the ISO Technical Committee 262 (Risk Management).

The ERM approach outlined in the ISO guidelines is designed to lead the organization through a systematic, repeatable process to comprehensively identify and quantify all the risks to the organization achieving its goals and objectives. The organization must then decide, at a senior level, and having regard to the nature of their operations, what level of risk can be tolerated (risk appetite) in various areas of the organization's operations. The extent to which risks need to be mitigated is guided by both the assessed severity of the risk and by this risk appetite analysis, and is also shaped by the resources available. The guidelines also provide guiding principles that help the organization contextualize decisions against an underlying set of standards that are intended to build and protect organizational value and establish appropriate levels of risk mitigation.

Many revenue bodies have implemented an ERM framework, generally guided by the methodological structure outlined in ISO 31000:2018. Examples of enterprise risks often facing revenue bodies include (i) failure to achieve core organizational business goals (for revenue bodies, this is known as compliance risk); (ii) interruptions or failure of information technology (IT) systems; (iii) financial mismanagement, including fraud and corruption, human capital gaps, including insufficient or inadequately qualified staff, and risks to staff well-being, health and safety; and (iv) infrastructure vulnerabilities, such as power failures, fires, and data losses.

The Strategic Role of Compliance Risk Management

For any organization, should the risk of failure to achieve some or all its core organizational business goals eventuate, it may jeopardize the entire operation. The broad risk management approaches shown in Figure 3.1 apply equally in the management of these risks, which for revenue bodies are essentially the risks of failing to collect appropriate revenue, or the compliance risks. Managing compliance risks is the core business of revenue bodies as they seek to optimize taxpayer compliance with the laws they administer. Revenue bodies and various international agencies have long recognized that taxpayer CRM is a specialized activity, requiring approaches that are designed specifically for that purpose. Although ERM approaches provide a good framework, when it comes to CRM more specialized approaches are needed.

Responding to this need, in 2004, the OECD published a guidance note on approaches to managing and improving taxpayer compliance.[19] Others followed,[20] and what has emerged is a range of broadly consistent processes advocating a strategic approach to CRM that focuses on supporting revenue bodies in achieving the goal to maximize taxpayers' voluntary compliance. To do so, CRM approaches must be directed toward addressing the underlying causes of noncompliance, not just correcting breaches after they have occurred. By addressing these underlying causes, rather than simply treating the observed symptoms, revenue bodies seek to achieve longer-lasting impacts. More resilient legislative and administrative systems designed to make compliance as easy as possible and to prevent noncompliance, coupled with administrative approaches that help build confidence and trust in the revenue body, build voluntary compliance.

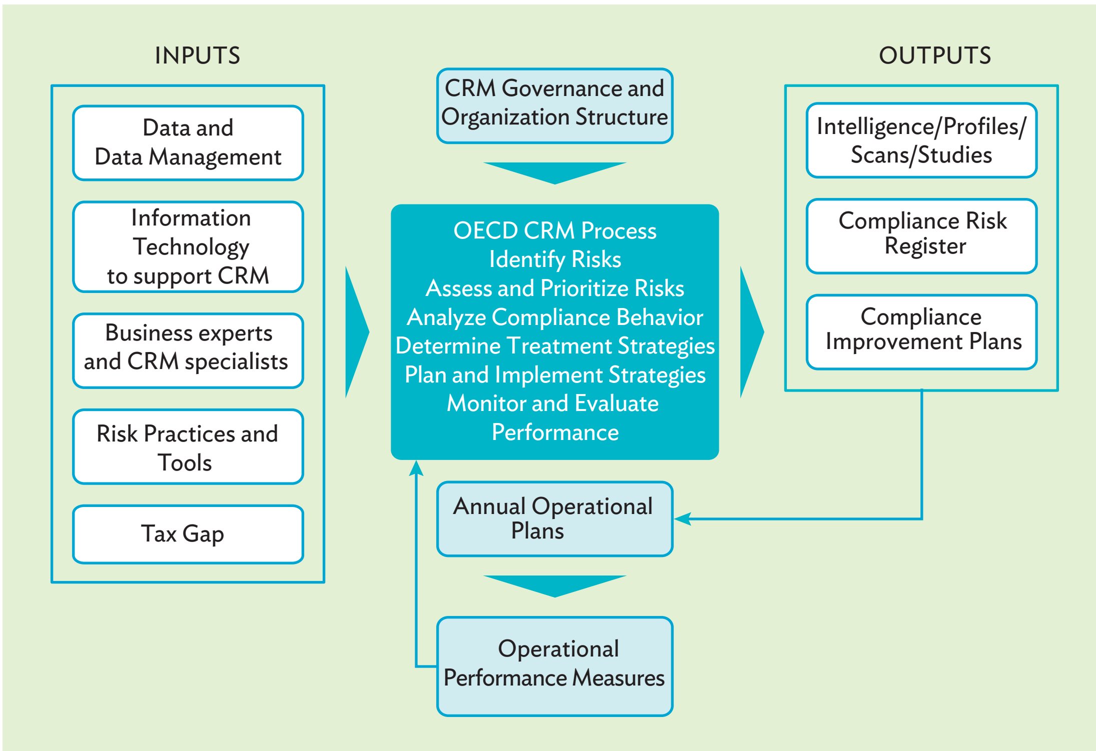
Like ERM, the CRM process also advocates a systematic approach to identifying, assessing, and prioritizing systemic compliance risk, and promotes methodologies that are comprehensive and holistic to effectively support and build voluntary compliance. Figure 3.2 summarizes the CRM process and identifies a suite of supporting inputs and expected outputs. This framework has a strategic focus (rather than an individual taxpayer focus) and may be applied similarly across the whole tax system or to sub-elements such as revenue types, business segments, industry sectors, or specific risk categories. At its core is the need to understand the risks

[19] OECD. 2004. *Compliance Risk Management: Managing and Improving Tax Compliance*. Guidance Note. Forum on Tax Administration.

[20] For example: European Commission. 2010. *Compliance Tax Management Guide for Tax Administrations*. Fiscalis Risk Management Platform Group. IMF. 2022a. Revenue Administration: Compliance Risk Management Framework to Drive Revenue Performance. *Technical Notes and Guidance*.

and the various drivers of the observed behaviors to support the development of a richer range of treatment strategies, differentiated based on risk severity and behavioral drivers. Applying treatments that do not reflect an understanding of behavioral drivers, such as treating egregious noncompliance with help and assistance, or inadvertent errors with enforcement and penalties, undermines confidence in the administration of the tax system. This will have inevitable impacts on voluntary compliance more broadly.

Figure 3.2: The Compliance Risk Management Process and Framework



CRM = compliance risk management, OECD = Organisation for Economic Co-operation and Development.

Source: Based on Figure 2 of IMF. 2022a. Revenue Administration: Compliance Risk Management Framework to Drive Revenue Performance. Technical Notes and Guidance.

Ongoing monitoring of the impact of treatments makes it possible to make timely improvements. Evaluation of the impact on voluntary compliance against the core compliance obligations (correct registration, on-time filing, correct reporting, and on-time payment) provides an assessment of the effectiveness of those treatments.

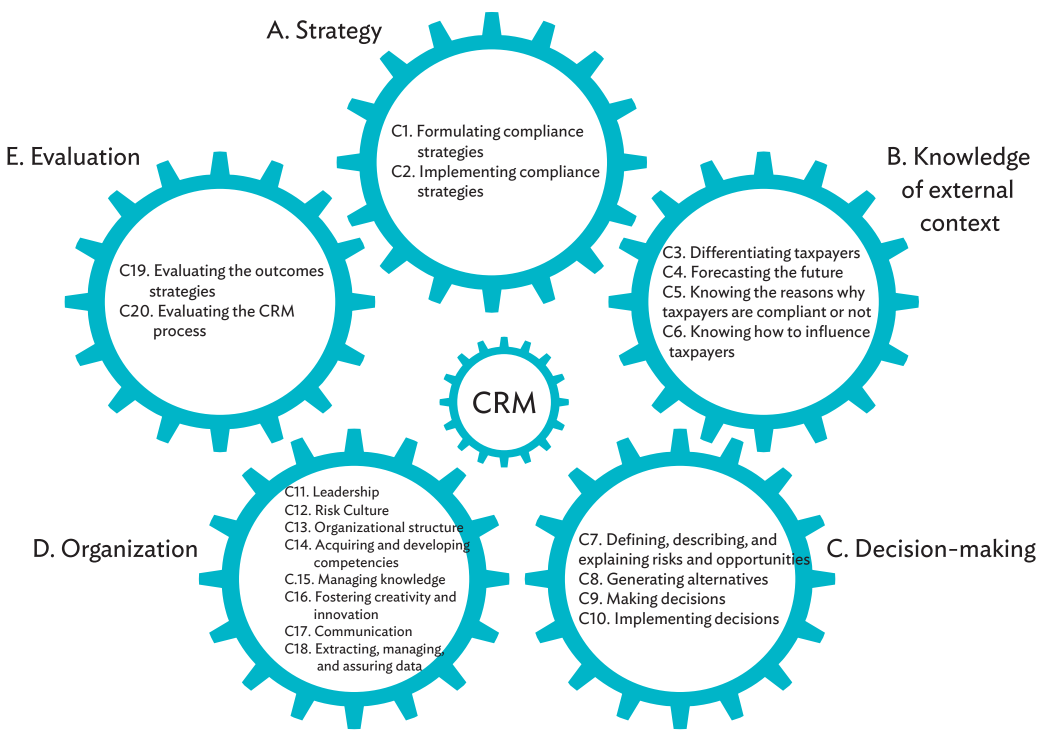
Building Compliance Risk Management Capability

Effectively implementing a strategic CRM framework and building the capabilities to support its operation will support resource mobilization and contribute to the achievement of sustainable development outcomes. Despite the clearly documented benefits, many developing countries are under pressure to deliver immediate and sustained revenue, leading to hesitancy about moving resources from frontline operations to support building a CRM capability that is aligned with international standards. Additionally, the task may appear daunting, and some may be disheartened by the gaps between their current capacity and capabilities and those required to support a fully developed framework, as Figure 3.2 illustrates.

Despite these barriers, revenue bodies are strongly encouraged to make a start, even if it means commencing with limited-scope pilots and gradually building the framework over time. Doing so will kick-start the journey and contribute momentum toward strengthening the organization for the future, which will provide greater revenue resilience in the mid to longer term. Fortunately, guidance is available to help those wanting to step up their CRM proficiency, in the form of a capability maturity model (CMM) designed to be used as a tool for assessing and improving the performance of CRM in revenue administrations.[21]

The CRM CMM, which was developed by the European Commission, identifies five themes that have been identified as the core features required to support an effective CRM framework and practice: (i) strategy, (ii) knowledge of external context, (iii) decision-making, (iv) organization, and (v) evaluation. Supporting capabilities have been identified within each theme. Figure 3.3 details these themes and capabilities. Comprehensive guidance is provided in the CRM CMM to assist officials to understand what each thematic area covers and to elaborate upon the expectations attached to each of the associated capabilities.

Figure 3.3: Compliance Risk Management Capability Maturity Model Themes and Capabilities



CRM = compliance risk management.

Source: European Commission. 2021. Compliance Tax Management Capability Maturity Model. Fiscalis Risk Management Platform Group. Brussels.

[21] European Commission. 2021. *Compliance Tax Management Capability Maturity Model.* Fiscalis Risk Management Platform Group.

Revenue bodies apply criteria and explanations provided within the model to assess their level of current maturity and to determine what level of maturity they wish to achieve. Five maturity levels are specified, as outlined in Box 3.1. The CMM provides a detailed description of the features that would be expected to be present at each of the levels of maturity.

Box 3.1: Compliance Risk Management Capability Maturity Model Assessment Scale

The assessment scale for measuring the maturity of each capability consists of five levels as follows:

Level 1—Initial/ad hoc: This level reflects an immature, undeveloped state. Things happen ad hoc or do not happen at all. There is little or no awareness about the capabilities, their importance, and their relation to compliance risk management (CRM).

Level 2—Repeatable but intuitive: The tax administration and its employees begin to be aware about the capabilities and their relation to CRM but with limited understanding. Action mostly begins on an intuitive basis.

Level 3—Defined: At this level, things evolve to higher levels of formalization, albeit remaining partial (irregular). Awareness and understanding of the capabilities' importance, how to perform them, and their relationship with CRM are clear but still incomplete.

Level 4—Managed and measurable: Awareness is widespread throughout the tax administration; internal processes, etc. are documented and employees are reaching high levels of consciousness, understanding, and practice of the capabilities. Organization, formalization, and systematization are total or almost total with a focus on monitoring and reviewing processes, practices, and competencies.

Level 5—Optimized: This is the highest level of maturity according to state-of-the-art CRM. The focus is on continuous improvement of the capabilities and is achieved through a proactive attitude and actions by the organization and its employees.

Source: European Commission. 2021. *Compliance Tax Management Capability Maturity Model*. Fiscalis Risk Management Platform Group.

The CMM journey starts with this assessment of the current state across each thematic area, representing the key elements of an effective CRM framework. Revenue bodies then consider, in their context, what level of maturity they seek to accomplish to support achievement of their corporate strategic goals. A gap analysis follows, and actions to bridge the gaps are identified and prioritized. All stakeholders, both internal and external, should be engaged early in this process to ensure the assessments are well founded and consistent with organizational strategy and priorities. The ministry should be engaged to help shape aspirations and discuss the financial and other support that the revenue body will need to support the building of the CRM capability to the desired levels. Plans may need to be adjusted to reflect the level of support likely to be forthcoming.

The CMM is evidence based, so the assessment teams must provide substantiation to justify their ratings. Conclusions should be considered and approved by senior management before capability improvement plans are developed. In doing so, it is important that senior management consider the costs and benefits as well as the affordability of achieving the desired maturity level. Low-capacity revenue bodies are encouraged to adopt a longer-term horizon and to build capacity sequentially so as to avoid putting at risk day-to-day delivery and operations.

Compliance Risk Management in the Digital Age

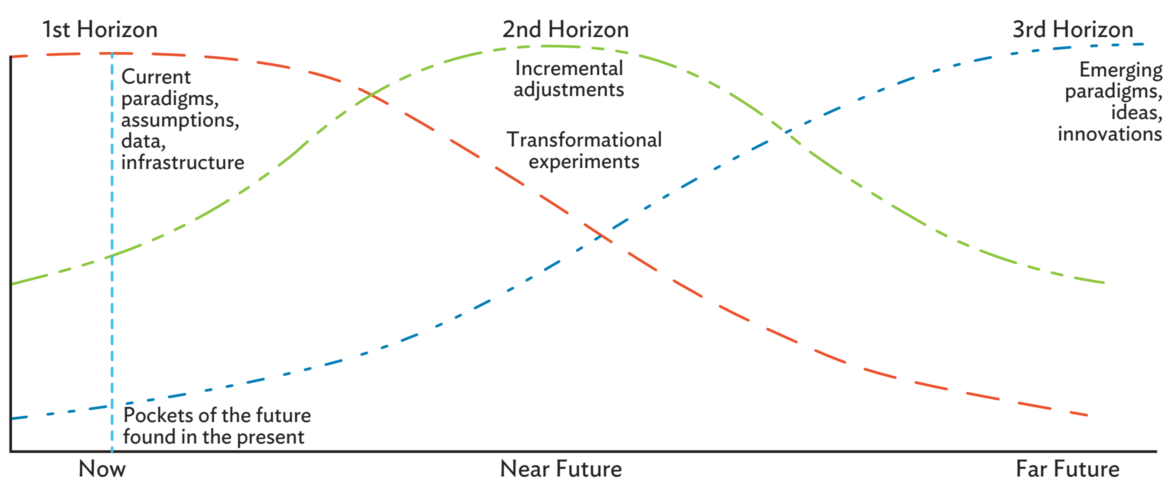
Revenue bodies are increasingly adopting digital service solutions to take advantage of emerging technologies and improve the quality and accessibility of taxpayer interactions. Most revenue bodies around the world now offer e-registration, e-filing, and e-payment, and taxpayer portals that allow citizens to view and update accounts are increasingly routinely accessible. Information is being delivered more effectively using services such as artificial intelligence (AI) or rules-based chatbots and self-service options such as automated applications for extensions of time to pay or file. With this shift come opportunities to strengthen services and support and to reduce both taxpayer compliance costs and the costs of administration.

Well-designed digital offerings can improve trust by increasing access, enhancing transparency and integrity, reducing/preventing opportunities for errors, and delivering more personalized and tailored information, as well as reducing costs of compliance. However, e-services that are poorly designed, or too complex for the target users, may alienate some taxpayers and may have a negative impact on voluntary compliance. Risks that may affect the level of trust taxpayers have in the administration and the tax system are also present when technological advancements are implemented. Care needs to be exercised to ensure digital offerings are developed not just to reduce the costs for revenue bodies but also to offer better, more accessible, and more secure services to all taxpayers. Revenue bodies should guard against negative impacts by engaging users early and often in the design of digital offerings. Chapter 5 discusses these matters in more detail.

Impact of Digitalization on the Compliance Risk Management Process

In its recently released update to the 2010 Compliance Tax Management Guide for Tax Administrations, the European Commission[22] has adopted the three horizon[23] model to capture the pathways that various revenue bodies tend to follow in developing their administrative approaches to grasping the opportunities arising from digitalization and developments in technology (Figure 3.4).

Figure 3.4: The Three Horizon Model



Source: European Commission. 2023. *Compliance Risk Management in the Digital Era*. Fiscalis Risk Management Platform Group. p 2.

22 European Commission. 2023. *Compliance Risk Management in the Digital Era.* Fiscalis Risk Management Platform Group.
23 McKinsey and Company. 2009. Enduring Ideas: The Three Horizons of Growth.

Revenue bodies would be expected to be operating across all three horizons simultaneously as they optimize the present, build for the mid-term future, and create a new, longer-term operating model. As capacity grows, the revenue body gradually shifts across these horizons but is likely for some time to be pursuing opportunities across all horizons simultaneously. This type of thinking can be applied to various situations, including to the steps in the CRM process outlined in Figure 3.3. Table 3.1 provides examples of activities across each of the horizons, collected from economies within the European Union.

Table 3.1: Digitalization and the Compliance Risk Management Process

CRM Process	First Horizon	Second Horizon	Third Horizon
Identification	• Integration of data from, for example, web platforms, open sources, or other tax administrations • Making use of social media to identify risky taxpayers • Making use of AI (algorithms) to develop risk models	• Making use of AI to get real-time signals • Horizon scanning • Making use of predictive modeling	• Real-time identification of risks with focus on transactions rather than the tax return
Analysis	• Make better use of available (international) data • Use data to move from repressive to preventative activities • Apply root cause analysis (behavior of taxpayer)	• Make use of more behavioral data ("profiling" and predictive analysis) • Better segmentation of taxpayers (for differentiation in treatment) • Near real-time analysis • Collaborative analysis of international data	• Identification and analysis merge owing to real-time analysis • Analysis of needs of taxpayers (to move to more proactive forms of treatment) • Prescriptive analytics • Use of cognitive systems (AI, robotics)
Prioritization	• Prioritization stage merges with analysis stage • Algorithms to construct risk index	• Predictive analytics • Composite models	• Identification, analysis, and prioritization merge in one step and are performed continuously • Real-time exchange of data between tax authorities
Treatment	• Taxpayer behavior taken into consideration to design the treatment • Treatment plan/measures tend to be proactive rather than reactive • Digitalization and technology applied to support proactive treatment plans/measures • Reactive measures assisted by digital information from third parties and/or administrative cooperation • Improving taxpayer e-services	• Input through output analysis to improve treatment measures (performed ad hoc) considering taxpayer behavior • Increased use of real-time treatment measures based on digitalization and technology tools • Digitalization and technology support tax administration's customer/taxpayer services for a great number of tax areas • Proactive treatment measures based on information from administrative cooperation or other sources may efficiently and effectively apply to tax non-declared incomes/transactions • Improving taxpayer e-services owing to new technologies	• Continuous input–output analysis to improve current treatment plans/measures • Treatment plans based on use of digitalized international cooperation information or other digitalized information (real time or near real time) • Customers/taxpayers' e-services for all tax areas and types of income
Evaluation	• Evaluation is an ex-post activity • Improvement of clear goal setting • Improvement of outcome measurement • Better availability of data • Improve process of evaluation (more systematically)	• Evaluation is a combination of ex-post and real-time activity • Digital data gathering for evaluation from taxpayers • Use of new technologies (for research purposes)	• Evaluation takes place continuously • Use of automated monitoring techniques

AI = artificial intelligence, CRM = compliance risk management.

Source: European Commission. 2023. *Compliance Risk Management in the Digital Era.* Fiscalis Risk Management Platform Group. Brussels.

A Word on Data Management

Development and implementation of a comprehensive data management strategy can be an effective method for guiding and driving a revenue body's efforts. In doing this, revenue bodies move closer toward an end goal of more efficient and effective operational performance and outcomes. Investing in developing and promulgating such a strategy also helps build community and stakeholder confidence in the administration's ability to responsibly gather, use, and store sensitive information. Making effective and appropriate use of data to both improve the integrity of the whole system and provide taxpayers with cost saving options, such as prefilling of returns, can enhance the reputation of the revenue body as an efficient and trusted steward of public resources. Such actions can also increase receptivity, and likelihood that the public and key stakeholders will view requests for access to additional datasets favorably.

A starting point for a data management strategy is to compile a data inventory. This should consist of a listing of all the data the revenue body currently maintains, including the type of data (e.g., numeric, text, formatted, unformatted), the source, the system, repositories where they are stored, the age or date when the data were received, and how frequently the data are updated or refreshed.

A data map outlining all the current data holdings should be developed. Data mapping is the process of accurately matching fields across different databases. Mapping is required to facilitate data migration, data integration, and other data management tasks. Mapping is a precursor to support accurate analysis and derivation of insights from that analysis by making equivalent data homogeneous across sources. Data from different sources may define data points differently. For example, the date field in one source system may store the year first and the destination may store the day first. Data mapping builds the bridge between the two systems, or data models, so that, when data are moved from a source, they are accurate and usable at the destination.

The data map should be accompanied by a data dictionary to accurately describe each piece of data held. A data dictionary provides a description of the contents, format, and structure of a database and the relationship between its elements. The data dictionary is used to control access to and manipulation of the database. Box 3.2 sets out further information on the purpose and contents of a data dictionary.

Box 3.2: Features of a Data Dictionary

The purpose of a data dictionary

Successful CRM relies very heavily on high-quality data, which are consistently defined and have a high level of quality assurance and hence high reliability. Skilled data analysts and scientists are hard to recruit and retain and tax administrations must ensure their valuable time is not wasted by having them unnecessarily tied up with cleaning and organizing data instead of invested in what they have been employed to do.

A data dictionary is an important part of the data management approach. It provides a central and single source of information about the tax administration's data holdings. It is typically stored as a structured table with column descriptions and relevant metrics (such as source and units of measurement) that collectively define the metadata the tax administration uses and that indicate the relationships between various datasets.

continued on next page

Box 3.2 continued

What is a data dictionary?

IBM's Computer Terminology Dictionary defines a data dictionary as:

> ... a centralized repository of information about data such as meaning, relationships to other data, origin, usage, and format. It assists management, database administrators, system analysts, and application programmers in planning, controlling, and evaluating the collection, storage, and use of data.

There may be several sub-elements to the data dictionary where the administration has more than one system for hosting or holding data. In this situation, each data source (such as the warehouse, data lake, or cloud) may have a separate data dictionary.

What information is stored in the data dictionary?

The United States Geological Survey suggests a data dictionary may include:

- a listing of data objects (names and definitions)
- detailed properties of data elements (data type, size, nullability, optionality, indexes)
- entity relationship and other system-level diagrams
- reference data (classification and descriptive domains)
- missing data and quality indicator codes
- business rules, such as for validation of a schema or data quality

And should include information on:

- data source (data warehouse, data lakes, databases, applications)
- date and time when the data were created or changed
- descriptive statistics that go beyond missing values, such as min-max values and histogram distribution
- owners and editors of datasets that contain these variables
- SQL queries attached to the data asset
- social metadata associated with each data asset—stored as tags, notes, and chat transcripts

CRM = compliance risk management, SQL = structured query language.
Source: Compiled from IBM. 1993. Dictionary of Computing. New York: McGraw Hill; United States Geological Survey. 2021. Landsat Data Dictionary (accessed 17 March 2024).

Before investing in emerging technologies, revenue bodies would be well advised to assess and evaluate the completeness and quality of their data. This evaluation would identify any missing or incomplete data and assess—via systems check or reviews—the presence of any "bad" data, such as data that are in the incorrect format or in the wrong fields, or that appear to be outliers or errors. To the extent possible, screening mechanisms should be established at the point of data intake to check for compliance with formats specified by the revenue body. These mechanisms are designed to verify that any incoming data are in the correct format and structure before they are accepted. To assist taxpayers, tax preparers, and third-party providers in preparing and providing correct information, revenue bodies should develop guides, instructions, and detailed templates that stipulate the format and structure to be followed.

Data that do not meet these requirements should be rejected and the submitter should be notified that filing requirements have not been met and be directed to correct and resubmit the data in the proper format. Bad data, if accepted, require more resources to fix after they have been received, and the likelihood of obtaining corrected data from the provider decreases. Optimally, data received electronically are preferable to data provided on paper or PDF. It is usually easier to ensure adherence to the format and structure of electronic data, and processing costs are much less. For data provided on paper forms, the use of character fields rather than free text boxes can improve data quality, and electronic scanning technology can be used to check for missing, incomplete, or incorrectly completed forms, which can be rejected and returned to the submitter for correction and resubmission.

As an additional step, data cleansing and AI software can be applied to detect and correct inaccurate or corrupt records and to replace, modify, or delete the suspect data. While most data providers will generally attempt to submit correct data, the imposition of penalties or fines on those who intentionally submit bad or misleading data can serve as a deterrent to such behaviors.

General Features of Enterprise and Compliance Risk Management

Revenue bodies were asked in ISORA if they had an approach to CRM and whether it was formal, the key compliance risks in focus, if they published their key risks and the results of actions taken to mitigate those risks, and whether they adopted a gender-focused CRM. Information reported by revenue bodies is set out in Table A.42 Parts 1 and 2. Key observations, based on these responses, are as follows:

- It is clear that most revenue bodies place a high priority on CRM and focus on core compliance obligations. It is less apparent as to whether the approaches are systemic and strategic because the ISORA does not interrogate these areas deeply interrogated.
- Around 73% of respondents report having a CRM approach, with 68% indicating that the approach is formal. However, little is known about the nature of these approaches, or how the individual revenue bodies have applied them.
- Where revenue bodies report having a formal CRM approach, it generally applies to all the key obligations surveyed (filing of returns, payment processes, collection enforcement, verification/audit, and taxpayer services).
- Less than 20% of respondents publish key risk areas, and the results of the work they do to address the key risks.
- Only four revenue bodies collect gender-focused data on CRM, and only two adopt a gender focus in their analysis of compliance. No revenue bodies reported making changes to their strategy as a result of their gender focus.

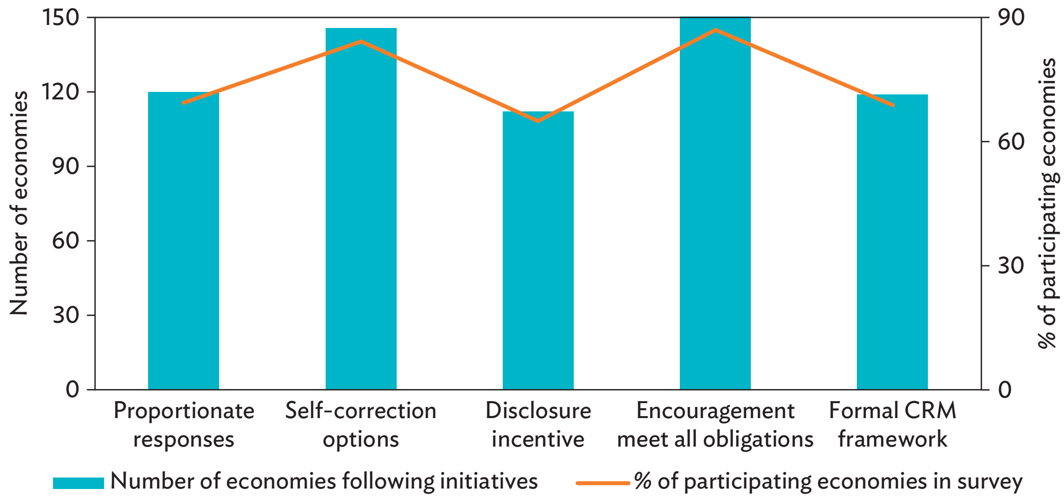
Features of the General Approach for Managing Taxpayer Compliance

Revenue bodies were asked if they had, or were developing, a formal framework to guide compliance intervention; if they applied proportionate treatments, provided opportunities for voluntary corrections, or offered benefits for early disclosure/full cooperation; and whether they reminded or encouraged taxpayers to comply. Information reported is set out in Table A.45. The key points are as follows:

- Two-thirds of revenue bodies report having a formal framework to guide the choices of compliance interventions, although little is known about the specific processes used to arrive at these decisions. Figure 3.5 shows that, when compared with all ISORA respondents, Asia and the Pacific is materially below the global figure of 75%.

- Over 70% apply proportionate responses to noncompliance, which is only slightly less than the global figure of 76%.
- Consistent with the global pattern, as detailed in Figure 3.5, almost all revenue bodies in Asia and the Pacific also have processes in place to remind and encourage taxpayers to comply, and most provide opportunities for voluntary correction. Over 70% also ensure benefits for early disclosure of errors and for full cooperation.

Figure 3.5: Compliance Improvement Initiatives (all regions), FY2022



CRM = compliance risk management, FY = fiscal year.
Source: ISORA 2023.

Using Third-Party Data

Information reported by revenue bodies about systems for use of third-party data is set out in Table A.93. The key observation is that around one-quarter of revenue bodies report not having any access to third-party data and an additional quarter have access only to customs data, leaving around half of the reporting economies with very limited data options to effectively support a strategic or operational CRM framework.

Pre-Filing and Post-Filing Interventions

Revenue bodies were asked what pre-filing and post-filing interventions they used to improve compliance. Information reported is set out in Tables A.46, A.47, and A.48. The key points are as follows:

- Less than 30% of revenue bodies evaluated the effectiveness of pre-filing or post-filing interventions.
- Except for the issuing of reminders on filing due dates, post-filing corrective interventions are disproportionately used. This clearly represents a lost opportunity to use less costly preventative rather than corrective interventions.
- Although most revenue bodies use lower-cost desk audits and single issue/limited scope audits, only around 30% or less use any form of electronic compliance checks as part of the return filing process. This represents a clear bias toward enforcement interventions.

Managing International Tax Risks

Revenue bodies were asked about challenges in managing international tax risks and about their involvement in global collaboration. Information reported is set out in Table A.43 Parts 1 and 2. The key points are as follows:

- Unsurprisingly, small Pacific Island states tended to report greater challenges across all matters related to addressing international tax risks.
- Around half of all reporting revenue bodies assessed recruiting and retaining skilled staff as very challenging, with most others reporting these to be somewhat challenging.
- Less than half of respondents reported having specialist audit staff in place and, unsurprisingly, fewer reported the use of advance pricing agreements (APAs), which entails inherent revenue risks if staff are inadequately skilled in managing international tax risks associated with profit shifting.
- Membership of the Global Forum on Transparency and Exchange of Information for Tax Purposes is still hovering around two-thirds (unchanged from the prior survey), and over half have committed themselves to the BEPS inclusive framework.

Taxpayer Segmentation

Taxpayer segmentation, a tool borrowed from marketing, is used by revenue bodies to assist in clustering taxpayers into more homogeneous groups, for more effective CRM. This approach helps build better understanding of the factors that drive taxpayer behavior and the resulting compliance risks, and develop more targeted and tailored approaches to compliance improvement. The tendency to organize revenue bodies' CRM and compliance improvement programs around taxpayer segments has become increasingly common in recent years.

This section introduces several approaches to segmentation adopted by revenue bodies to improve CRM. The approaches involve identifying important groups of taxpayers and designing and implementing tailored approaches that recognize the individual characteristics of each group.

Large Businesses and High-Net Wealth Individuals

Establishing an organizational unit focusing on the compliance of the largest taxpayers is strongly encouraged by international bodies such as the IMF and the OECD and has been widely taken up by revenue bodies. Revenue bodies that adopt this focus are better positioned to provide a higher level of service and supervision for those taxpayers responsible for the largest slice of tax revenue. Typically, in developing the criteria for inclusion in the large taxpayer segment, revenue bodies aim to include those taxpayers representing around 60%–80% of tax revenue.

The rationale for the establishment of a specific focus on high-net wealth individuals (HNWIs) is similar to that argued for setting up a large taxpayer unit: significant amounts of tax are involved, and the taxpayers concerned often have multifaceted financial affairs, with very complex tax structures. Also, HNWIs frequently operate within a mix of public and private structures, meaning their affairs are often less transparent.

In summary, the decision to focus on large taxpayers and HNWIs is based on a range of factors: (i) their high tax revenue contribution in their own right and as employers and tax withholders; (ii) the complexity of their business and tax affairs and, in the case of HNWIs, their mix of private and public structures and dealings; (iii) their often unique and significant tax compliance risks; (iv) their use of "top-end" professional tax experts or in-house advisers; and (v) the high media and community profile, and the community confidence benefits of demonstrating appropriate oversight of these taxpayers.[24]

Many revenue bodies have set up separate organizational units to manage large taxpayers. In some cases, these units also deal with HNWI-related concerns. In other cases, there are two independent units, one for managing large business taxpayers and another for managing HNWIs. Sometimes, the approach may simply involve a special focus through a cross-functional HNWI strategy rather than a separate organizational unit.

The models vary, with some taking a whole-of-client view and others dealing only with certain functions, such as service and verification. Regardless of the model adopted, an effective focus on these important taxpayer segments would, at a minimum, be expected to include the following responsibilities:

- developing an effective CRM program (including the required risk management capability);
- initiating and negotiating international cooperation at both strategic and operational levels (or working closely with that part of the organization responsible for this activity);
- sharing information and expertise between tax administrations; and
- responding to specific tax risks that emerge from activities undertaken within these segments (through activities such as strategic litigation and the development of policy responses where needed).[25]

Use of Cooperative Compliance Approaches

ISORA offers a general explanation of cooperative compliance approaches, as follows:

> *Cooperative compliance programs and approaches may take a variety of forms but are characterized fundamentally by tax administrations engaging with taxpayers and other stakeholders to explore shared interests, including the resolution of material tax risks; the provision of early certainty for taxpayers; the creation of a level playing field for business at large; and the reduction of costs (for all parties).*
>
> *Cooperative compliance arrangements (also known as 'horizontal monitoring' and 'enhanced taxpayer relationship management') are typically conditional upon the taxpayer demonstrating: (a) good governance of their tax affairs, including an appropriate level of validation and review of their accounting systems; and (b) a willingness to operate in an open and transparent manner and make full disclosure of their tax risks as they occur (i.e., in real time). In return, the tax administration commits to providing enhanced service to the taxpayer through, for example: (a) dedicated points of contact, (b) speedier resolution of technical and administrative issues, (c) assignment of a reduced risk rating to the taxpayer for audit purposes, and (d) reduced penalties.*

Cooperative compliance programs are a relatively new development for many revenue bodies, and in recent years there has been increasing interest in developing these approaches for large businesses and HNWIs. The Australian Taxation Office was one of the first revenue bodies to explore this approach, launching its first cooperative compliance model in November 2000. The stated purpose for adopting this approach at the time was to open the way to better understanding between business, tax administrators, and the community. The model was intended to improve the legitimacy, fairness, viability, and functionality of the tax system. Since then, the concept has expanded and has gained wider favor (and is the subject of several OECD publications).[26]

---

[24] OECD. 2009. *Compliance Management of Large Taxpayers Task Group: Experiences and Practices of Eight OECD Countries*. Forum on Tax Administration.

[25] OECD. 2017a. *Tax Administration 2017: Comparative Information on OECD and Other Advanced and Emerging Economies*.

[26] OECD. 2013. *Co-operative Compliance: A Framework—From Enhanced Relationship to Co-operative Compliance*.

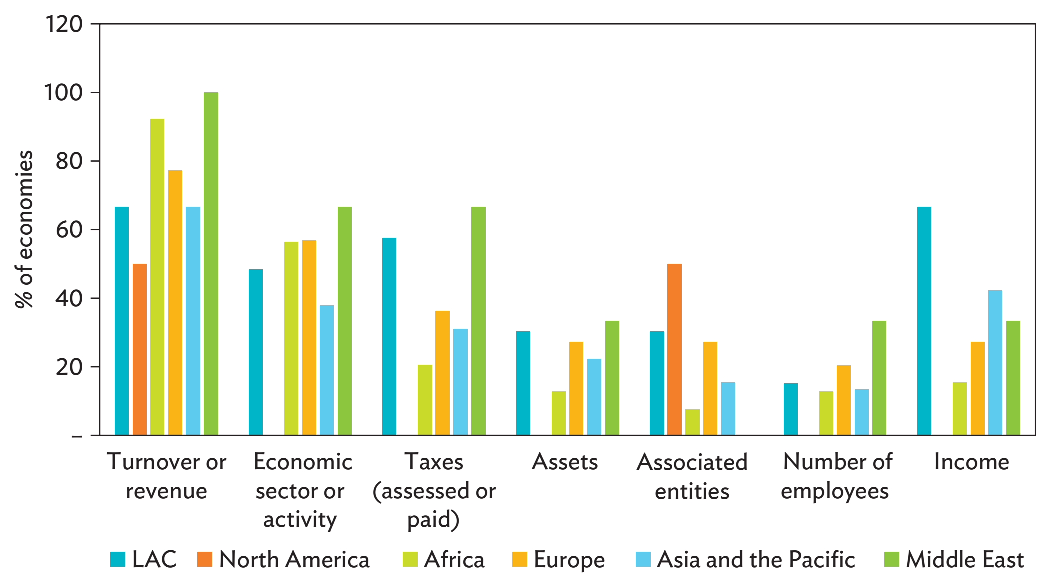
In brief, cooperative compliance programs seek to build a transparent relationship with taxpayers based on mutual respect and responsibility. Cooperative compliance arrangements are built on the notion of trust with verification. These approaches are designed to enable material tax risks to be identified and resolved cooperatively, often before tax returns are filed and assessments issued. In return, participating taxpayers receive early sign-off, and greater certainty and responsiveness from the revenue body. In many instances, these programs are based on formal agreements between taxpayers and revenue bodies that spell out their respective responsibilities and commitments and typically include a framework for resolving issues that may arise during the life of the agreement.

Approach to Managing Large Corporate Taxpayers and High-Net Wealth Individuals

This report provides comparative information on arrangements revenue bodies use to manage large taxpayers and HNWIs. Figure 3.6 and Appendix Tables A.33–A.40 spell out the criteria used to define large taxpayers and aspects of large taxpayer unit operations and resourcing. Tables 3.2 and 3.3 provide information about HNWIs and selected metrics about HNWI programs. The key points, based on the data reported, are as follows:

- Around 70% of revenue bodies have a dedicated organizational division or unit that manages the tax affairs of designated large (corporate) taxpayers. Exceptions to this practice are more common in smaller Pacific island economies but also include revenue bodies in Hong Kong, China; the ROK; and Taipei,China.
- Criteria used for classifying corporate taxpayers as “large businesses” to be managed by the large taxpayer unit vary considerably across the region, with the most common criteria being turnover, income, economic sector, and tax paid (Figure 3.6).
- Tax paid by large taxpayers as a percentage of collections has remained steady and ranges from 17% in Viet Nam and 26% in Bangladesh to 80% in PNG and Solomon Islands. Good practice suggests revenue bodies should aim for around 60%–80%; many economies in the region are well outside that range.

Figure 3.6: Criteria Used for Defining Large Taxpayers (all regions), FY2022



FY = fiscal year, LAC = Latin America and the Caribbean.
Source: ISORA 2023.

- Organizational divisions or units formed to manage HNWIs are less common but increasing in prevalence, with Australia; Indonesia; Japan; Malaysia; Mongolia; Nepal; New Zealand; PNG; Sri Lanka; Taipei,China; Tonga; and Viet Nam reporting having established such units. In Indonesia, Mongolia, Nepal, New Zealand, and PNG, these units are part of the large taxpayer unit.
- Tables 3.2 and 3.3 set out selected features and metrics for HNWI units across Asia and the Pacific and show that the most common functions performed are audit or verification followed by provision of services.

Table 3.2: High-Net Wealth Individuals—Selected Features, FY2022

Economy	Formal Program/Division	Located in LTO	Criteria for Identification
Australia	✓	X	Assets/wealth, income
Indonesia	X	✓	Assets/wealth, income, prominent person, related to LTO client
Japan	✓	X	Assets/wealth, income
Malaysia	✓	X	Assets/wealth, income, prominent person
Mongolia	X	✓	Assets/wealth, income, related to LTO client
New Zealand	✓	✓	Assets/wealth, related to LTO client
Papua New Guinea	✓	✓	Assets/wealth,
Sri Lanka	✓	X	Prominent person
Taipei,China	✓	X	Assets/wealth, prominent person
Tonga	✓	X	Assets/wealth, income, prominent person, related to LTO client
Viet Nam	✓	X	Assets/wealth

FY = fiscal year, LTO = large taxpayer office.
Source: ISORA 2023.

Table 3.3: High-Net Wealth Individuals—Selected Features and Metrics, FYs 2021 and 2022

		FTEs Used	Clients (no.)	Revenue Share (% of total)	
Economy	Functions Performed in FY2022	FY2022	FY2022	FY2021	FY2022
Australia	Audit	318	2,268	5	5
Indonesia	Processing, service, audit, collection, disputes	113	1,112	<1	7
Japan	Audit	...	...	...	...
Malaysia	Service, audit, collection, disputes	...	...	3	...
Mongolia	Service	3	3	0	<1
New Zealand	All functions	10	400	4	3
Papua New Guinea	Service, audit	3	11	<1	1
Sri Lanka	Registration, processing, service, audit	11	587	...	<1
Taipei,China	Audit	...	...	...	...
Tonga	Processing, service, collection	2	130	1	1
Viet Nam	Registration	..	...	...	...

... = no data at cut-off date, FTE = full-time equivalent, FY = fiscal year.
Sources: ISORA 2023, ISORA 2022.

Appendix Table A.85 provides data on the use of cooperative compliance approaches for different taxpayer segments among survey respondents. Adoption of these approaches appears to be growing. Around half of revenue bodies in Asia and the Pacific report having programs aimed at large taxpayers in place. Fewer revenue bodies (eight) offer such programs to HNWIs. Ten offer such programs to other taxpayers.

Small and Medium-Sized Enterprises

Small and medium-sized enterprises (SMEs) are an important part of any economy and are widely recognized as large generators of economic activity and employment. Many studies have found that SMEs typically devote a greater proportion of their resources to understanding and managing regulatory compliance, and these costs are typically regressive.[27] For SMEs operating globally, cross-border regulatory variations can impose further difficulty. When asked in 2017 in the Future of Business Survey about barriers to cross-border commerce, 38% of SMEs with a digital presence cited different regulations in other economies as the main challenge of exporting.[28]

The high costs and complexity of tax compliance also disproportionately burden smaller businesses. For new businesses, which tend to be smaller, high compliance costs and the complexity of tax regimes may act as a deterrent to formalization and expansion. Reducing the regulatory burden on SMEs and new businesses may facilitate their growth as well as their participation in the formal economy. Greater emphasis is being placed on getting businesses off on the right foot, and many revenue bodies have a special education effort targeted at new businesses. Nevertheless, many SMEs report that tax compliance remains a challenge (Future of Business Survey 2018).

The 2012 Recommendation of the OECD Council on Regulatory Policy and Governance highlighted a key area where policy could be used to facilitate tax compliance for SMEs. That key area was process simplification, particularly through targeted use of technology, which can be a powerful tool for enhancing compliance and reducing costs to SMEs. The increased availability of electronic filing and improved payment systems have reportedly reduced the reporting and payment burden for businesses, but time to comply has remained stable in most economies.[29]

Data reported on the tax regimes and administrative arrangements in place to facilitate compliance by SMEs are set out in Appendix Table A.40. The key points are as follows:

- Around two-thirds of revenue bodies surveyed report having some form of simplified regime in place for small businesses.
- The most offered regime is a flat rate tax based on turnover, followed by simplified participation in the regular regime.

27 OECD. 2017c. *Small, Medium, Strong: Trends in SME Performance and Business Conditions*.
28 OECD in partnership with World Bank and Facebook. Future of Business Survey.
29 OECD. 2015b. *Taxation of SMEs in OECD and G20 Countries*.

CHAPTER 4
Taxpayer Engagement

Key Messages

- Influencing taxpayer compliance behavior requires sustained effort and a deliberate, multipronged plan.
- The framework of the COM-B system for influencing behavior provides revenue bodies with a structure within which to consider the range of activities to form part of their strategy to build and sustain a voluntary compliance culture.
- Revenue bodies looking more fundamentally at their approach are exploring measures not just to improve service quality and accessibility but also, to the extent possible, to prevent errors from occurring.
- Revenue bodies are accountable for the delivery of the organization's articulated objectives and should ensure progress can be measured.

Introduction

Revenue bodies strive to engage effectively with taxpayers and intermediaries to find ways to support and positively influence their voluntary compliance with relevant tax laws. Studies on ways in which revenue bodies may most effectively influence taxpayer behaviors point to the need for a multipronged approach, which recognizes that the drivers of voluntary compliance are likely to be both situational and intrinsic and to vary significantly across the taxpayer population. Situational drivers may include the quality of services, the effectiveness of service delivery, the complexity of underlying law and administration, and the overall regulatory environment. Intrinsic drivers may include taxpayer demographics such as the type of taxpayer, education levels, attitudes toward the tax system, and perceptions of the administrator, as well as social norms.

Analyzing and Influencing Compliance Behavior

Extensive studies on the drivers of human behavior have led to the development of a range of models and guiding principles that are believed to help explain observed behaviors. One such model focuses on three key factors that underpin observed behaviors. The model (known as the COM-B system for understanding behavior) proposes that capability, opportunity, and motivation combine to influence behavior.[30] According to the COM-B system:

> *Capability is defined as the individual's psychological and physical capacity to engage in the activity concerned. It includes having the necessary knowledge and skills. Motivation is defined as all those brain processes that energize and direct behavior, not just goals and conscious decision-making. It includes habitual processes, emotional responding, as well as analytical decision-making. Opportunity is defined as all the factors that lie outside the individual that make the behavior possible or prompt it.*

[30] S. Michie, M.M. van Stralen, and R. West. 2011. The Behavior Change Wheel: A New Method for Characterizing and Designing Behavior Change Interventions. *Implementation Science* 6, Article 42.

High levels of voluntary compliance do not just happen; successful revenue bodies have a deliberate, transparent, and multifaceted approach, sustained over many years. Such a strategy should be evidence based and informed both by research to better understand local conditions and drivers of behavior and by effective, ongoing engagement of relevant stakeholders across the community. There are many levers that may be deployed, and choices may need to be made according to capacity, capability, and resources. A scattergun suite of tactics that have been selected simply because they are simple or because others are doing them is likely to have limited impact. Success relies on the revenue body developing and implementing a systematic and sustained approach to strengthen tax morale and encourage a voluntary compliance culture by addressing the underlying factors that are currently driving low compliance levels.

The framework of the COM-B system provides revenue bodies with a structure within which to consider the activities to form part of their strategy to build and sustain a voluntary compliance culture, including measures to:

- reform the service delivery model and improve service quality and accessibility (Capability) to offer a range of contemporary services delivered through easily accessible channels;
- make it as easy as possible to comply (Opportunity) by reducing administrative complexity and developing the capability to increasingly implement preventative measures;
- create a culture of integrity and professionalism that respects the balance between the powers of the administrator and the rights of taxpayers to build the fiscal social contract and promote tax morale (Motivation).

Figure 4.1 outlines a suite of elements that have been found to be linked to higher levels of voluntary compliance and are typically present in jurisdictions where voluntary compliance is strong. The elements have been clustered around the three components of the COM-B system. It is important to recognize that the elements are interrelated and complementary, operating systemically together to produce synergies.

Figure 4.1: Factors Influencing Voluntary Tax Compliance

Sources: Authors with reference to European Commission. 2023. *Compliance Risk Management in the Digital Era*. Fiscalis Risk Management Platform Group; and a broad range of other literature and revenue body practices.

Providing Support (Building Capability) and Making It Easier to Comply (Opportunity)

All revenue bodies invest in providing information and advice to taxpayers to help them understand their obligations, and most provide multiple channels, including digital offerings, to support taxpayers in fulfilling their obligations regarding the core compliance obligations of registration, in-time filing, correct reporting, and on-time payment. Although many of the support activities revenue bodies perform were innovative when first developed, most have now become the minimum standard required to meet taxpayers' basic expectations. To continue to meet rising expectations, revenue bodies need to look to more transformational reform to their service delivery models. Support for taxpayer capability building and improving the ease of compliance is not a task that can ever be fully delivered because expectations are always changing.

Revenue bodies looking more deeply at their approach are exploring measures not just to improve service quality and accessibility but also, to the extent possible, to prevent errors from occurring before filing, and in some cases to remove the need for taxpayers to interact with the revenue body at all.

Service Offerings and Preventative Measures

The Internal Revenue Authority of Singapore (IRAS) has built a reputation as an innovative administrator. IRAS refers to its approach to supporting taxpayers as being based on the belief that *"no need for service is the best service."* Under this approach, IRAS offers a range of contemporary services, which are intended to significantly reduce the need for taxpayers to require assistance to meet their basic obligations, and in some cases to remove the need for taxpayer action entirely. These services include the No-Filing Service, and the simplification of schemes that fulfill filing obligations based on information available to IRAS, sometimes with simple verification and in other cases automatically, for selected lower-risk taxpayers.[31]

Pre-filling of tax returns, such as offered in Singapore, is increasingly common, particularly for personal income tax (PIT). These services can significantly improve voluntary compliance and reduce the compliance burden of taxpayers. When these services were first offered, they tended to focus on demographic information. Over time, services have gradually expanded; in many jurisdictions, they now include simple income such as salary and wages, interest, and dividends. According to the OECD's Inventory of Tax Technology Initiatives, several jurisdictions have upped their scope to include pre-filling tax-deductible *expenses* on some PIT returns.[32]

In the 2021 inventory, Thailand reported that the revenue body received data directly from taxpayers via their business systems (beyond Pay-As-You-Earn systems) and from third parties such as financial institutions, insurance companies, or health agencies, and prefilled PIT returns with both income and expense information. Jurisdictions implementing electronic invoicing systems are likely to have the capacity to pre-fill other returns, such as corporate income tax (CIT) and VAT returns, with income and expense items (footnote 32). In some jurisdictions, this approach of designing integrity into the tax system is referred to as "compliance by design."[33]

Other preventative actions increasingly feature in revenue bodies' routine service offerings. Some such interventions are generic in nature, such as the publication of compliance focus areas and blanket reminders of impending due dates. Others are targeted at groups of taxpayers with similar characteristics or to specific taxpayers, and may be tailored to reflect factors such as demographic characteristics, behavior patterns, and

[31] IRAS. Encouraging Tax Compliance (accessed 2 May 2024).
[32] OECD. Data Management (accessed 2 May 2024).
[33] OECD. 2014b. *Tax Compliance by Design: Achieving Improved SME Tax Compliance by Adopting a System Perspective.*

compliance history. Tailored alerts may be provided prior to filing to help taxpayers avoid mistakes they have made in the past or to be aware of changes to rules that may affect them. With increasingly sophisticated electronic filing systems, advanced revenue bodies are using analytics to provide real-time alerts. For example, where taxpayers complete information fields with data that are atypical for their occupation or business activity, or where claims are entered that require substantiation, a rule is triggered, a warning pops up, and the taxpayer is asked to check the amount is correct before proceeding. Sometimes in this situation, game-playing behaviors emerge, where taxpayers test the thresholds. Systems detect these repeated tests, and a post-filing query may be triggered. These approaches, referred to as pre-filing interventions, are designed to reduce errors and limit the need for more costly and intrusive post-filing corrective interventions.

Encouraging Self-Correction and Voluntary Disclosure of Errors

According to both the IMF and the OECD, encouraging taxpayers to make voluntary disclosures of errors or omissions should be a part of a balanced compliance strategy designed to encourage taxpayers to meet their tax obligations.[34] The design of voluntary disclosure initiatives should encourage taxpayers to disclose errors voluntarily but not provide concessions that would place them at an advantage over taxpayers who were fully compliant in the first instance. Voluntary disclosures should attract less punitive sanctions than for those detected via enforcement actions, but penalties (and interest) should still be imposed. Advisory bodies generally agree that payment of primary tax should always be expected.

Voluntary disclosure initiatives may be permanent ongoing arrangements that allow taxpayers to come forward at any time, should they detect an error or omission, and receive reduced penalties in return for their voluntary disclosure. Other initiatives may be used as part of a compliance improvement plan to encourage taxpayers to self-review and correct issues in advance of the revenue body commencing audit and other enforcement activities. The latter are usually time bound, and temporary initiatives and may be offered to the community in advance of planned focus on known tax risks. Several revenue bodies have set up such initiatives to encourage the disclosure of assets held offshore in the leadup to commencement of automatic exchanges of information.

The OECD has developed guidance for revenue bodies to assist them in designing voluntary disclosure initiatives (either permanent or on-off). It advises that the revenue body (i) establish a reason for the initiative, (ii) determine the scope, (iii) establish the terms, (iv) establish the reporting requirements, (v) consider the opportunity for intelligence gathering, and (vi) develop a communication strategy. It goes on to recommend that the initiative (a) be clear about its aims and terms, (b) deliver demonstrable and cost-effective increases in current revenues; (c) be consistent with the generally applicable compliance and enforcement regimes; (d) help deter noncompliance; (e) improve levels of compliance among the population eligible for the initiative; and (f) complement the immediate yield from disclosures with measures that improve compliance in the longer term. Initiatives should inform taxpayers of what to expect when they make a voluntary disclosure, including (1) what will happen if they make a full and accurate disclosure and whether criminal charges will be brought, (2) the confidentiality of the information that is provided, (3) the financial terms on which their liabilities will be determined, and (4) how they will be treated (not be unduly targeted) after the disclosure is made.

[34] IMF. 2022b. Voluntary Disclosure Programs— Design, Principles, and Implementation Considerations. Technical Notes and Manuals; OECD. 2015. *Update on Voluntary Disclosure Programmes: A Pathway to Tax Compliance.*

Providing Certainty: Access to Interpretive Rulings

Taxpayers, particularly in a self-assessment system, generally have a right to a broad suite of advice and guidance on the way in which the revenue body will apply the law. Most revenue bodies recognize that access to both general advice and specific guidance or rulings on certain matters is important. Broadly speaking, where the underlying law authorizes it, revenue bodies typically offer two types of rulings—public and private—and these rulings may be either binding or nonbinding. Public rulings are by their very nature widely promulgated, and for this reason are usually stated in broad and relatively general terms. Private rulings, on the other hand, usually apply to a single taxpayer and a defined transaction, and so can provide more specific and detailed advice reflecting the taxpayer's specific circumstances. These rulings may be defined as follows:

- **public ruling:** a formal statement on how specific provisions of the law will be interpreted and applied by the tax administration;[35]
- **private ruling:** a decision made by the tax authorities and addressed to a single taxpayer, usually regarding a single transaction or series of transactions. The ruling can normally be relied on only by the taxpayer to whom the ruling is issued, not by other taxpayers, and is binding on the tax authority, provided all relevant facts have been disclosed.[36]

Approaches to Providing Support (Building Capability) and Making It Easier to Comply (Opportunity)

Revenue bodies reported on the range of digital and other service initiatives undertaken to influence taxpayer behavior, and these responses are presented in Appendix Tables A.82, A.84, and A.85. Appendix Table A.46 outlines a range of pre-filing (preventative) interventions and Appendix Table A.91 provides information on rulings. Figure 4.2 provides information about services offered to disadvantaged groups in Asia and the Pacific and Figure 4.3 summarizes the approaches to pre-filing interventions reported by ISORA respondents across the globe. Some observations are as follows:

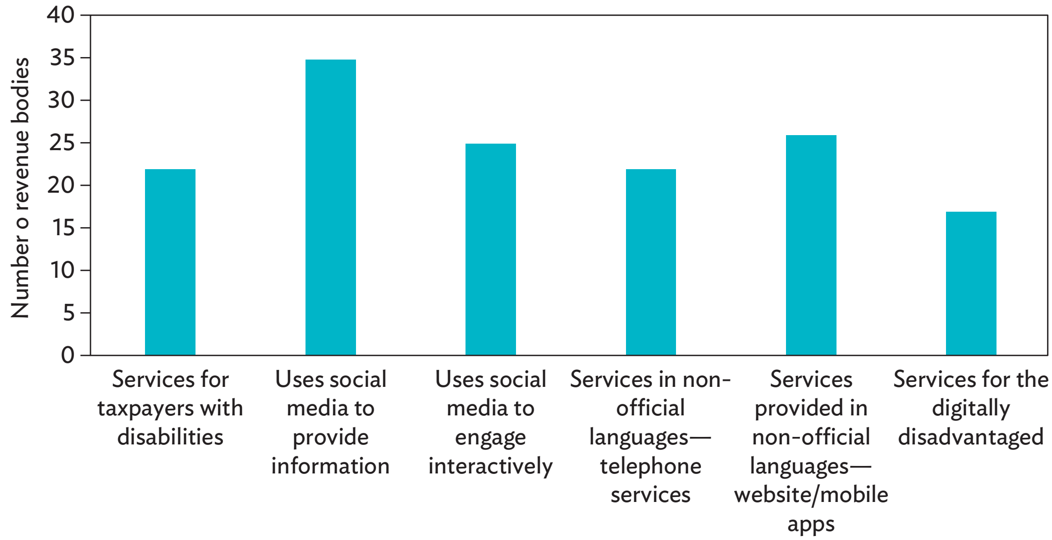
Service Offerings and Preventative Measures

- Most revenue bodies have a formal taxpayer services and assistance strategy but around one-third of those with a strategy do not publish it.
- Almost all revenue bodies use the media and adopt direct marketing and education activities to influence taxpayer behavior.
- Most revenue bodies use social media to provide information but fewer use it to engage interactively with taxpayers, and less than half offer services for digitally disadvantaged taxpayers.
- Only around half of respondents offer special services for taxpayers with disabilities, or in non-official languages.

35 CIAT et al. 2018. *International Survey on Revenue Administration (ISORA): Glossary of Technical Terms.*

36 OECD. 2019. Glossary of Tax Terms. In *Guidelines for Collecting and Reporting Data and Research and Experimental Development*. Paris.

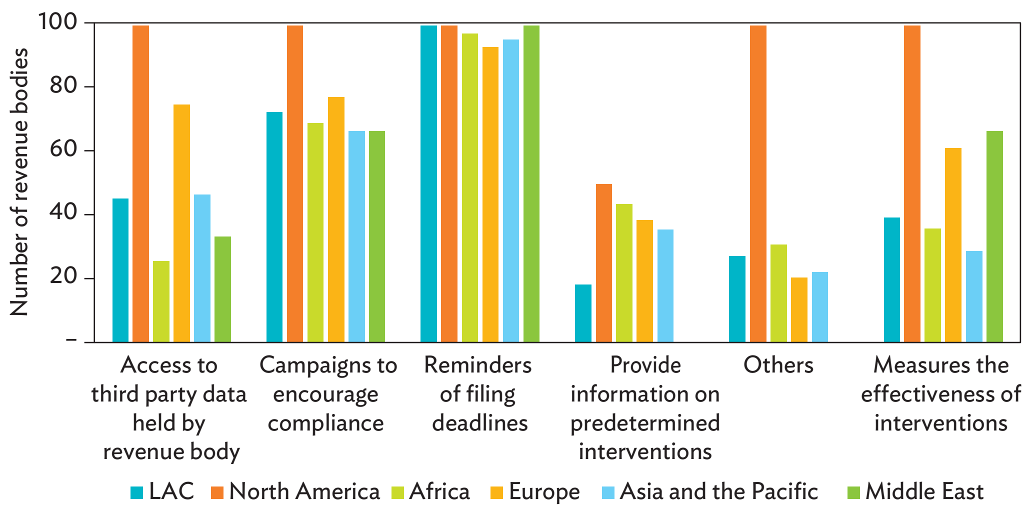
Figure 4.2: Education and Support Services Offered, FY2022



FY = fiscal year.
Source: ISORA 2023.

- Revenue bodies across all regions (Figure 4.3) routinely use some form of pre-filing interventions, with the majority publicizing approaching filing deadlines and running campaigns to encourage compliance. Other interventions are less widely or consistently used. Revenue bodies in Asia and the Pacific are the least likely to measure the effectiveness of their compliance interventions.

Figure 4.3: Use of Pre-Filing Preventative Interventions (all regions), FY2022



FY = fiscal year, LAC = Latin American and Caribbean.
Source: ISORA 2023.

Encouraging Self-Correction and Voluntary Disclosure of Errors

Appendix Table A.81 provides details of survey responses on the topic of self-correction and voluntary disclosures. The key observations are as follows:

- Over 80% of respondents advised that the law provides for sanctions to be applied for nondisclosure of relevant information leading to an understatement of tax. Of those, over 20% could not consider culpability in applying sanctions.
- Less than 65% of respondents can reduce penalties where a disclosure is made voluntarily.
- Inability to vary sanctions according to culpability and/or the circumstances of the disclosure is a serious impediment to a revenue body's efforts to encourage voluntary compliance.

Providing Certainty: Access to Rulings

Appendix Table A.91 provides details of survey responses on the topic of public and private rulings. The key observations are as follows:

- Over 70% of revenue bodies provide public rulings. In all but two cases (Hong Kong, China and Thailand) where public rulings are issued, they are binding on the revenue body.
- Over half of revenue bodies provide private rulings. In all but four cases (Indonesia; Mongolia; Solomon Islands; and Taipei,China) where private rulings are issued, they are binding on the revenue body.
- Only 20% of revenue bodies charge a fee for private rulings. These are Fiji; Georgia; Hong Kong, China; India; New Zealand; PNG; Singapore; Sri Lanka; and Timor-Leste.
- Less than half of the revenue bodies have a time limit for the issuance of private rulings, which is a potential limitation on the value of rulings that are generally time sensitive.
- Some revenue bodies, such as those in Australia and New Zealand, offer a suite of ruling types, within the broad categories of public and private rulings. Examples include class rulings, issued in Australia to a group of taxpayers within a defined class, and product rulings, issued in New Zealand and Australia in relation to a specific transaction or financial product.

Building Tax Morale and Balancing Rights and Powers (*Motivation*)

Taxpayer Rights and Obligations

Taxpayers in many economies have several enforceable rights embedded throughout tax laws, including the rights to request an amendment, to ask about the reasons for decisions, to privacy of personal information, to claim legal and professional privilege, to expect fair and impartial treatment, and to seek a review and lodge an appeal.[37] In addition, many of these economies make available to all citizens constitutional and common law rights and avenues for relief, which may apply to taxation matters. These rights often include a presumption of innocence, privilege against self-incrimination, the right to claim legal professional privilege, and the right to claim damages for economic losses resulting from negligence. Common law rights, where they exist, may be modified by legislation or court decisions.

[37] Asia Oceania Tax Consultants' Association et al. 2015. Taxpayer Charter Survey.

At the same time, taxpayers often have enforceable obligations, which they must meet to support the proper operation of the tax systems. These obligations include (i) engaging honestly with the revenue body, (ii) providing accurate and complete information, (iii) meeting registration filing and payment requirements (accuracy and timeliness), and (iv) keeping records as prescribed under the law. These obligations are legally enforceable under taxation laws. The OECD has published a model statement of taxpayer rights and obligations.[38] Box 4.1 lists its core elements.

Box 4.1: Common Elements Found in Taxpayer Charters

Statement of intent underlining the importance of complying with tax obligations in supporting the revenue requirements of society.

Statement of mutual obligations

- Taxpayers should be treated with respect and fairness, and be provided with all information, advice, assistance, and other services they need to comply with their obligations.
- Taxpayers should behave honestly and adopt a cooperative relationship with the revenue body based on mutual trust and respect.

Taxpayers' rights

- Be treated with courtesy and respect.
- Be informed, assisted, and heard, and be provided with timely and accurate services and advice (e.g., access to rulings).
- Be informed about the reasons behind decisions and be able to request a review of decisions and assessments (in case of disputes).
- Have representation.
- Be assured of privacy and confidentiality.

Taxpayers' obligations

- Behave with courtesy and respect.
- Provide honest, complete, accurate, and timely information as and when required.
- Explain the full facts and circumstances when seeking advice or a private ruling.
- Keep accurate, complete records, and retain records as required by law.
- Meet payment and filing obligations.

Details of rights and obligations

Rights and obligations, including minimum standards and timeliness across the full range of interactions between the revenue body and taxpayers, may be laid out in a document formalizing the revenue body's service commitment to taxpayers.

Each economy should tailor its taxpayer charter to reflect the relevant policy and legislative environment, and the administrative practices and culture of the tax administration seeking to make use of the charter.

Source: Authors' compilation from model in OECD. 1990. Taxpayers' Rights and Obligations. Practice Note.

[38] OECD. 1990. Taxpayers' Rights and Obligations. Practice Note.

Many economies have developed taxpayer charters to capture all these rights and obligations in a single document through which the government and the revenue body define their expected relationship with taxpayers. These documents take various forms and may be legislated or simply documented as an administrative statement. Often, these statements include detailed service standards specifying the level of performance required by the revenue body.

Dispute Processes

Ensuring that taxpayers have access to independent review processes is important to support an equitable and well-regarded tax system. Agreed features of a sound dispute process include both internal and external review options that operate with independence and impartiality. Box 4.2 outlines a three-stage dispute mechanism, regarded as good practice, and then summarizes the key features of each stage.

Box 4.2: Good-Practice Features of a Tax Dispute Mechanism

Internal review within the revenue body

- The first step should be a review within the revenue body. This is the fastest and least expensive option, and at the same time gives the body the opportunity to review its decision and correct possible mistakes.
- This quasi-independent appeals office would usually have the authority to settle cases based on the hazards of litigation.
- The appeals officials should avoid a revenue bias and pursue the public interest in the correct application of tax law, not the collection interest of the tax administration.
- Appeals officials should be tax officials with previous audit experience and good legal education.
- Best practice advises establishing the internal review as a first and mandatory step.

Review by a specialized tax appeal tribunal

- The tribunal may function as the first appeal procedure if the internal review/appeal office within the tax administration is not in place.
- In some economies, these administrative "courts" are specialized tribunals fully integrated into the judiciary; in other cases, they are purely administrative.
- The tribunal must have a real and apparent independence from the tax administration.
- These quasi-judicial bodies can play a relevant role if they (i) are well organized (well staffed with appropriate expertise); (ii) function independently from the tax administration; (iii) are free of charge; and (iv) are well respected, so that most cases do not go on to judicial review.

Appeals before a court

- The taxpayer or the revenue body can still disagree with the result, in which case either party may appeal before the courts.
- Normally, the number of courts that one can appeal to (one, two, or even three levels) depends on the general organization of the judicial system.
- What type of court? There are three possibilities: (i) the general courts; (ii) general courts with specialized chambers; or (iii) courts specialized in taxation.
- Tax cases are often complex. When the general courts deal with them, problems may appear; decisions may not be technically sound; or courts may avoid tax cases, leading to backlogs.
- A special procedure for small tax cases makes the judicial system accessible to all but also allows small cases to be dealt with expeditiously.

Source: Authors' summary of IMF. 2013. *How Can an Excessive Volume of Tax Disputes Be Dealt With?*

Building Tax Morale

Perceptions about the professionalism of the revenue body and the integrity of the revenue system and administration are shaped by many factors, both internal to the revenue body and external. Success in improving voluntarily compliance is linked with strengthening perceptions about fairness, which are shaped by both how taxpayers themselves perceive that they are treated and perceptions about how effectively the revenue body administers the tax system and deals with serious incidents of noncompliance. In addition, there are factors outside the control of the revenue body, such as perceptions of the fairness of the legal system, the operations of government, how taxes are spent, and levels of government corruption. Although these factors may be material, revenue bodies are encouraged to focus on the things that they can control since the impact of those things alone on voluntary compliance levels may be considerable.

International research links taxpayer perceptions about the tax system to levels of voluntary compliance. Understanding this research helps shape more effective administrative actions, which meet imperatives to provide services and supervision, and contribute to longer-term shifts in attitudes and behaviors. Revenue administrations need to be purposeful in designing approaches more likely to generate sustained improved voluntary compliance. Such approaches are typified by fair and ethical administration, modern services delivered when needed, and graduated compliance interventions that reflect the taxpayer's compliance stance and behavior.

International research has identified important dimensions of community perception that are linked to elevated willingness to comply with obligations.[39] Prominent among these are perceptions about procedural justice, distributive justice, and the balance of rights and powers. Table 4.1 describes each of these in more detail.

Table 4.1: Revenue Administration Actions and Voluntary Compliance

Dimension	Description	Administration Levers (Examples)	Impact
Procedural Justice	The extent to which the revenue administration is perceived to be fair in delivering services, applying and enforcing rules, determining disputes, and applying penalties.	• Deliver services using a range of channels to reflect taxpayer needs. • Use data science and behavioral analysis to anticipate needs and deliver services when needed. • Consult with users to design more usable and accessible services. • Differentiate the intensity of actions to reflect the egregiousness of the behaviors. • Escalate intensity of interventions and penalties applied for repeated noncompliance.	Research studies have shown that, where citizens perceive that the decisions taken by the revenue authority are high in procedural justice, they are more likely and willing to voluntarily comply with revenue laws and regulations.
Distributive Justice	The extent to which the burden of taxation is distributed fairly and is seen as progressive (in that larger taxpayers bear a greater relative burden than poorer citizens) and social benefits such as healthcare and welfare are seen to be fairly distributed.	• Strengthen data and analytics to target intensive compliance actions to higher-risk cases. • Ensure compliance levels of larger taxpayers are more closely monitored and, where necessary, compliance is firmly enforced. • Prosecute serious offenses. • Publicize actions to improve community perceptions (within the constraints of confidentiality).	Research studies have shown that, where citizens perceive the distribution of revenue burdens and benefits across society to be fair, they are more likely and willing to voluntarily comply with revenue laws and regulations.
Balance of Rights and Powers	The rights of citizens are balanced fairly with the powers of the tax administration, and the tax administration uses its powers in an even-handed and balanced way.	• Publish a charter of taxpayer rights and obligations. • Train staff in fair and impartial decision-making. • Provide a confidential complaints channel to report abuses of power. • Deal effectively with incidents of abuse of power.	Where citizens perceive the revenue authority's power is too high, they will have concerns about potential abuse of power, and this may affect views of both procedural and distributive justice.

Source: Authors' compilation.

[39] For a summary of the literature and a recent study refer to M. van Dijke et al. 2019. Make Me Want to Pay. A Three-Way Interaction Between Procedural Justice, Distributive Justice, and Power on Voluntary Tax Compliance. *Frontiers in Psychology*. Volume 10.

Perceptions about procedural justice, distributive justice, and the balance of rights and powers are interactive in influencing voluntary compliance. Even though the revenue administration does not control the policy levers, significant improvements to perceptions about fairness and balance of power, to influence voluntary compliance, can be gained by focusing on the administrative levers available to it. The interactive nature of these factors means not all levers need to be equally developed to make considerable gains.

Other factors, such as perceptions of the likelihood of detection, consequences if caught, and economic necessity, also influence compliance but to a lesser degree. The outdated economic models of tax evasion from the 1970s were based on theories of economic rationalism, or the notion that taxpayers undertake a cost–benefit analysis and make rational choices.[40] This is now known to be an inadequate model in explaining compliance behavior. There is conflicting evidence from studies on whether deterrence strategies have material effect at all.[41] Nevertheless, there is a place for audits and other corrective actions provided they are designed not just to correct noncompliance but also to contribute to improved future compliance.

The way in which the tax system is managed by revenue administrations has a significant impact on taxpayer attitudes and their willingness to comply. The impacts of these changes may take considerable time to come to bear, and sustained efforts are needed. Although some factors, such as the fairness of distribution of government services across the community, and the policy setting determining the distribution of tax burden, are outside of the control of the revenue administration, many others are within its direct sphere of influence.

A culture of voluntary compliance is strengthened by the revenue body's commitment to uphold taxpayers' rights, reduce compliance costs, and provide services that are user friendly and easily accessible.

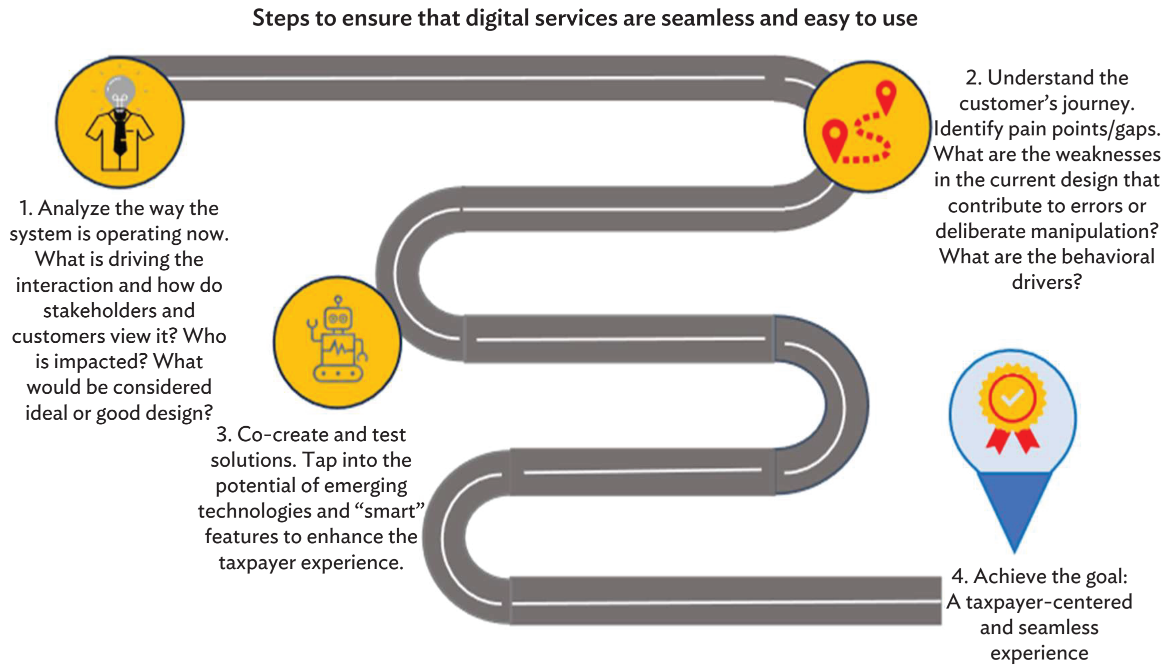
Increasing the level of stakeholder engagement in the actual design and delivery of specific taxpayer interactions is likely to improve the ability of these interactions to generate the desired behaviors and ease of use. The useability of new services and approaches, particularly those envisaged in support of the development of new IT systems and business reengineering, could be enhanced through adopting user-based design and testing. User-based design involves putting the user in the center of the design process. Engagement with the user establishes, often through observation, their requirements for a particular product or service. In this approach, users may also be actively involved in the design work itself. User testing is used to gauge the usability of a product or service by testing it with representative users to assess ease of use and navigation, correctness of application, and opportunities to improve. The goal is to identify any usability problems, collect qualitative and quantitative data, and identify opportunities to improve the useability of the product or service. User testing helps identify problems at an early stage before a significant investment has been made in the product or service.

User-Based Design: An Outside-In Approach

The IRAS adopts an outside-in approach to maintaining taxpayer-facing systems and developing and implementing new approaches and services.[42] This involves empathizing with taxpayers and stakeholders to understand their needs before designing solutions. IRAS puts taxpayers at the center of the end-to-end design process and engages with them at each step of the process to solicit their views and input and co-create solutions that address their needs. Figure 4.4 provides an overview of the user-centered design process adopted by IRAS.

40 M.G. Allingham and A. Sandmo. 1972. Income Tax Evasion: A Theoretical Analysis. *Journal of Public Economics*.
41 OECD. 2010. Understanding and Influencing Taxpayers' Compliance Behaviour. Information Note.
42 A. Chooi. 2024. Mobilizing Revenue: Digital Transformation of Revenue Administration in Singapore. *Governance Brief*. Issue 56. Asian Development Bank.

Figure 4.4: Inland Revenue Authority of Singapore User-Centered Design Process



Source: A. Chooi. 2024. *Mobilizing Revenue: Digital Transformation of Revenue Administration in Singapore*. Governance Brief. Issue 56 ADB.

The design journey starts with developing and deepening an understanding of how the subsystem in focus is operating now. What are the legislative and regulatory provisions requiring interaction? How are they shaping the current system? Who is affected? How do they currently engage with the system? What would be a good or an ideal process? The next step is to analyze the journey in more detail. What are the pain points causing confusion or errors? What weaknesses make the system vulnerable to deliberate or inadvertent errors? What behavioral drivers influence compliance levels? Once a full understanding of the current situation is established, the co-design process can begin. At this stage, everything is on the table, and designers look both upstream and downstream for opportunities to simplify or transform the process. Does the law need to be modified? Can the administrative requirements be changed? Can an obligation be combined with others to reduce the burden? Can an obligation be fulfilled seamlessly using AI solutions or by tapping into natural systems? Potential solutions are scrutinized until they are operating well before they are implemented, and ongoing monitoring is put in place to ensure they continue to function well and identify any emerging problems.

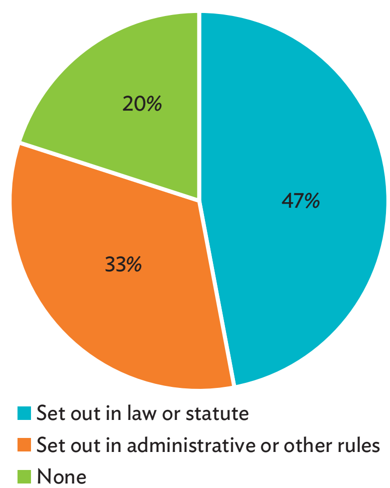
Approaches to Building Tax Morale and Balancing Rights and Powers (Motivation)

Taxpayer Rights and Obligations

Appendix Tables A.88 and A.89 and Figures 4.5, 4.6, and 4.7 provide details of taxpayer charters and other matters relating to taxpayer rights and obligations and complaints mechanisms adopted by revenue bodies in Asia and the Pacific.

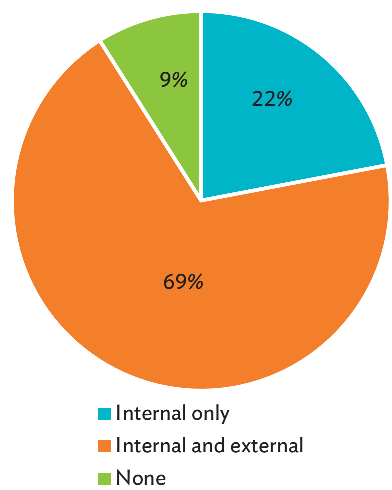
- Around 80% of revenue bodies surveyed have formally defined taxpayer rights, and about 60% of these are set out in a law or statute.
- Complaint mechanisms are also widely available. Almost 70% of the revenue bodies surveyed have both internal and external complaint options, and less than 10% have no mechanism available.

Figure 4.5: Taxpayers' Rights (% of revenue bodies)



Source: ISORA 2023.

Figure 4.6: Complaints Mechanisms (% of revenue bodies)



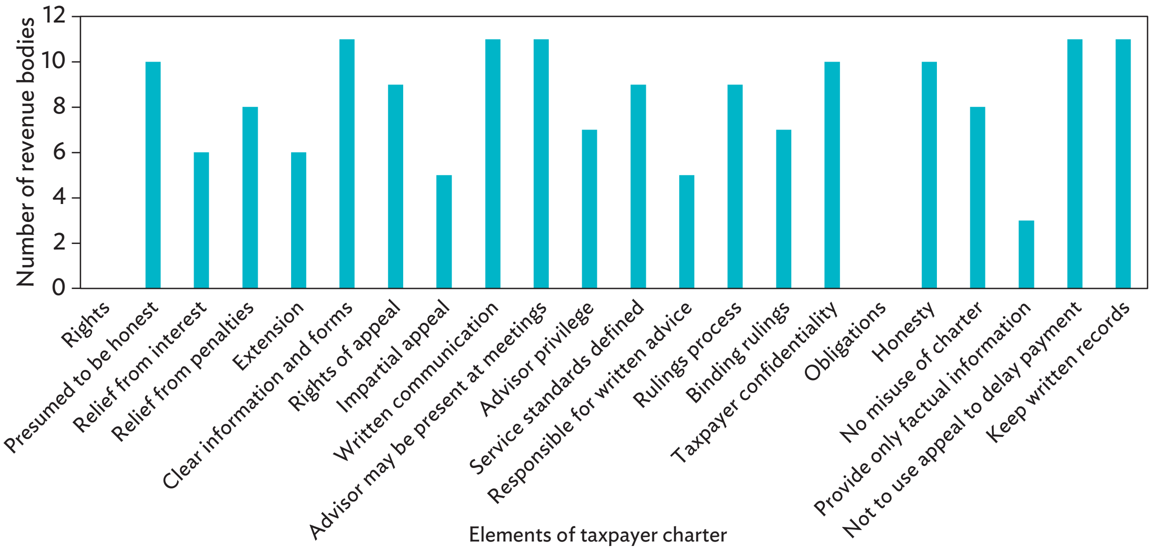
Source: ISORA 2023.

A collaborative project published in 2015 by the Asia Oceania Tax Consultants' Association (AOTCA), the Confédération Fiscale Européenne (CFE), and the Society of Trust and Estate Practitioners (STEP) established 86 specific provisions related to taxpayer rights. The information came from a survey of AOTCA, CFE, and STEP members that covered 41 economies, including one from Asia and the Pacific. This project identified a suite of features similar to those reported in the OECD's Understanding and Influencing Taxpayers' Compliance Behaviour (2010).

Figure 4.7 summarizes selected taxpayer rights in the 11 economies in Asia and the Pacific.[43] Important items on this list are the right to dispute assessments and to receive reliable advice from the revenue body. Important taxpayer obligations include keeping accurate records, behaving honestly, and not abusing the rights afforded by the charter.

[43] Australia; the PRC; Hong Kong, China; India; Indonesia; Japan; the ROK; Mongolia; New Zealand; Singapore; and Viet Nam.

Figure 4.7: Elements of Taxpayer Charters in Selected Economies of Asia and the Pacific



Source: AOTCA et al. 2015. Taxpayer Charter Survey.

Dispute Processes

Appendix Table A.88 provides details of survey responses in relation to dispute rights and approaches to resolution. Key findings are as follows:

- All economies have some form of disputation process available to taxpayers, for the most part including the recommended three-stage process of internal review, external review, and right to an appellate court review. Samoa offers only internal review.
- In over 80% of the economies, taxpayers must use internal review processes before they can bring up the matter for review by an external tribunal or court.

Transparency

Appendix Table A.16 and Figure 4.8 detail documents that are published by revenue bodies and that outline areas of focus and performance. Appendix Table A.88 provides information about the documentation of taxpayer rights, Appendix Table A.89 outlines complaint mechanisms and Appendix Table A.45 outlines the general approaches used by revenue bodies. Key findings are as follows:

- Publication of key corporate documents is patchy across the Asia and Pacific region. Only service delivery standards, organizational charts, and annual performance reports are consistently published by most revenue bodies.
- Only 11 economies study compliance burden and only four publish the results. Only three of the 12 revenue bodies conducting tax gap studies publish the results.
- It is encouraging to note that most economies have a statement of taxpayer rights and a three-stage dispute mechanism, and offer both internal and external complaints mechanisms, as these are critical building blocks for supporting taxpayer confidence in administration.

- Around 75% of revenue bodies apply some form of differentiation (proportional) in determining compliance approaches and around 65% have a formal framework for compliance interventions.
- Only six revenue bodies have access to in-house and/or contract staff with behavioral analysis skills so the extent to which they can effectively differentiate approaches is not clear.

Figure 4.8: Documents Published by Revenue Bodies, FY2022

FY = fiscal year.
Source:ISORA 2023.

Monitoring Outcomes and Measuring Effectiveness

The benefits of developing an explicit plan to build tax morale and support voluntary compliance have been discussed earlier in this chapter. Approaches such as those already outlined have an immediate impact on voluntary compliance by improving capability and strengthening the opportunity to comply. However, they also have the potential to have a much greater impact on behavior over time. As the administrator becomes more trusted as one that is seeking to support taxpayers to get it right, rather than one that lets errors occur so as to be able to catch and punish taxpayers after the event, trust levels improve. As taxpayers continue to observe changes from the revenue body, trust strengthens and behaviors may begin to shift.

Attitudinal shifts will not occur in weeks or months but are likely to require years of concerted effort. The revenue body must show through actions, not simply words, that things are changing, and must demonstrate that the changes are systemic, not cosmetic. Efforts should be guided by a deliberate plan and informed by both studies of international approaches and local research, to determine how effective international approaches are likely to be at a local level. Most importantly, revenue bodies need to develop measures they will use to monitor progress and evaluate the effectiveness of their efforts.

Revenue bodies are accountable for the delivery of the organization's articulated objectives and should ensure progress can be measured. Broad and systemic outcomes, such as improving voluntary compliance, are mid- to long-term goals. Reflecting this, the monitoring approach must also adopt a mid- to long-term outlook. Typically, the trends in voluntary compliance over time are monitored using taxpayer perception and attitude surveys (lead indicator) and trends in the compliance tax gap. Trends in taxpayer survey results focused on perceptions of fairness and professionalism of the revenue body, and levels of noncompliance across the community, as well as attitudes toward noncompliance, provide a lead indicator of shifts in voluntary compliance. Tax gap trends supplement these survey results and, when used together, these can provide a good picture of voluntary compliance behaviors in different taxpayer populations. A complementary measure is tracking of trends in compliance burden.

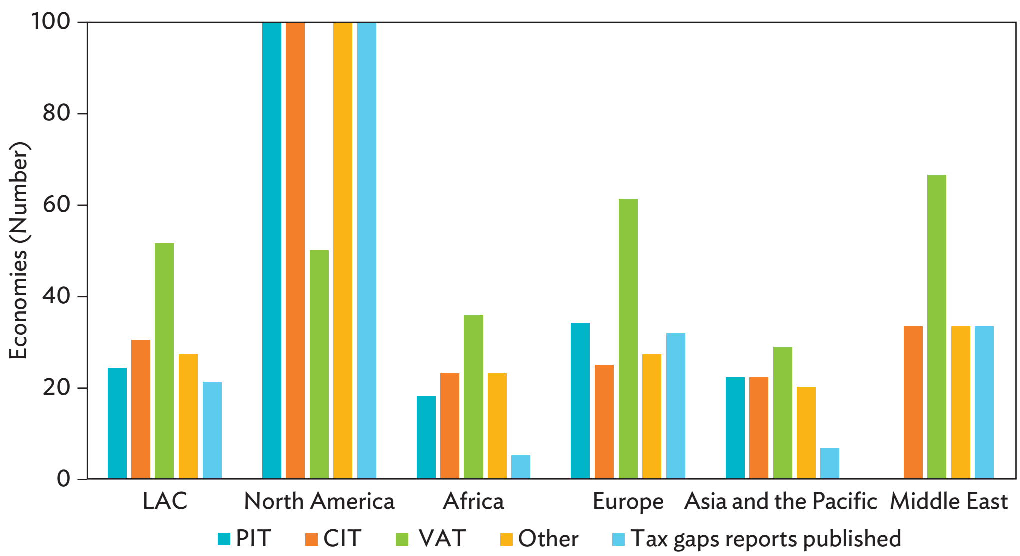
Approaches to Monitoring Outcomes and Measuring Effectiveness

Tax Gap Estimation Research

Appendix Table A.44 and Figure 4.9 detail tax gap estimates conducted by revenue bodies. Key observations are as follows:

- Outside of North America, few revenue bodies conduct tax gap estimates and even fewer publish the results.
- The Asia and Pacific region is less likely to conduct tax gap estimates when compared with other regions.
- Monitoring trends in tax gap provides important information about trends in voluntary compliance, so revenue bodies with a strategic focus on improving voluntary compliance should conduct tax gap analysis as part of their monitoring and evaluation of performance.

Figure 4.9: Preparation of Periodic Tax Gap Estimates (all regions), FY2022



CIT = corporate income tax, FY = fiscal year, LAC = Latin America and the Caribbean, PIT = personal income tax, VAT = value-added tax.
Source: ISORA 2023.

Use of Taxpayer Satisfaction Surveys

Appendix Table A.90 details responses to questions about the use of taxpayer satisfaction surveys in Asia and the Pacific. Key observations are as follows:

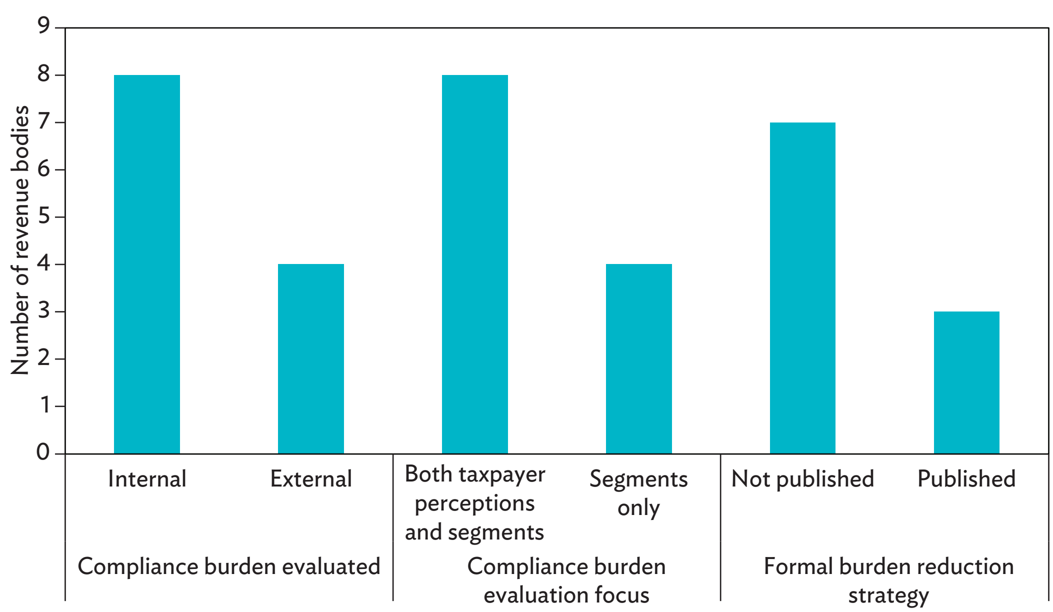
- A little over half of revenue bodies in Asia and the Pacific conduct taxpayer satisfaction surveys and a little under half use an external vendor to conduct the survey.
- Less than half of revenue bodies conducting surveys publish the results.
- Most surveys focus on both individual and business taxpayers; far fewer include tax intermediaries.

Evaluating and Reducing the Taxpayer Compliance Burden

Appendix Table A.94 and Figure 4.10 detail responses to questions about evaluation of and strategies to reduce the compliance burden. Key observations are as follows:

- Only 12 revenue bodies evaluate the compliance burden; eight conduct evaluations annually and the others do so intermittently.
- Of those revenue bodies that evaluate the compliance burden, eight focus on both taxpayer perceptions and taxpayer segments; four focus only on segments and not perceptions.
- Only 10 revenue bodies have a formal strategy in place to reduce the compliance burden, and only three publish their strategy.
- Given the importance of the compliance burden generally and taxpayer perceptions specifically in influencing voluntary compliance, revenue bodies would be well advised to consider conducting evaluations of the compliance burden with a focus on perceptions and on developing and publishing a formal burden reduction strategy.

Figure 4.10: Compliance Burden Evaluation and Reduction in Asia and the Pacific



Source: ISORA 2023.

CHAPTER 5

Future Directions and Developments in Tax Administration Digitalization

Key Messages

- Revenue bodies are strongly encouraged to actively keep abreast of global and regional developments in the ongoing digitalization of tax administration, as well as to share their own experiences with the deployment of new technologies at regional and other meetings.
- Progress with the development and operational use of several "innovative technologies" being tracked by ISORA has slowed over recent years; comparisons with other regions around the world suggests potential for considerable advances, subject to new technology investments and the provision of the specialist resources ideally required for some technologies (e.g., for virtual assistants/chatbots and data analytics).
- Many revenue bodies have made good progress with the provision and take-up of routine electronic services such as electronic filing and payments; considerable potential remains to expand the range of electronic service offered (e.g., mobile apps, and providing access to third-party data and integrated taxpayer accounts).
- The increasing digitalization of data records of third parties (e.g., financial institutions, public companies, utilities, and other government agencies) presents enormous potential to support the effective administration of tax laws, especially for income taxes. ISORA 2023 data suggest there are opportunities for many revenue bodies to progress initiatives of this nature.

This chapter outlines evolving directions and developments with the digitalization to tax administration processes and presents analyses of related information from ISORA 2023 for revenue bodies in Asia and the Pacific. It also provides practical examples and references to assist revenue body officials in their further consideration of these matters.

Future Directions in the Digitalization of Tax Administration

Directions

Previous editions of this series drew attention to the work of members of the OECD's Forum on Tax Administration (FTA) to chart expected future directions in the evolution of digitalization to support tax administrations and to provide practical examples to facilitate knowledge sharing and progress by national revenue bodies. A seminal paper on the topic published in December 2020[44]—*Tax Administration 3.0: The*

[44] OECD. 2020. *Tax Administration 3.0: The Digital Transformation of Tax Administration.*

Digital Transformation of Tax Administration—drew attention to the residual challenges facing revenue bodies at large (e.g., significant taxpayer compliance burdens, large tax gaps, downstream tax verification processes) and advanced a high-level vision of a likely future state of a fully digitized tax administration.

Thinking in the discussion paper was underpinned by recognition that, as more interconnections become possible between the different systems that taxpayers in businesses use to run their business—their so-called "natural" systems—it will become more possible to move taxation processes (upstream) into these systems, subject to there being appropriate assurance mechanisms in place. Under this approach, it becomes possible in an increasing number of areas to build in tax compliance at the time a taxable event arises. A business' employee payroll system is an often-cited example of such a "natural" system. Taking this thinking to a further level of detail, the paper presented a set of envisaged core features for Tax Administration 3.0 that are outlined below:

- **Embedded within taxpayers' natural systems.** Revenue bodies will increasingly adapt their processes to fit in (i.e., become integrated with) taxpayers' natural systems.
- **Part of a reliant "system of systems."** Digital platforms will increasingly become "agents" of the revenue body, carrying out tax administration processes within their systems.
- **A real-time tax certainty provider.** Tax administration processes will increasingly be carried out in real time or close to real time. This development will be supported by AI and advanced algorithms in the assessment phase.
- **Transparent and trustworthy.** All taxpayers will have the ability to check and validate the taxes assessed and paid, as and when required.
- **Better integrated with other parts of government.** Taxation will increasingly be "joined up" with other government services and functions, seamlessly supported by one digital identity across services and processes.
- **Presenting a human touch and becoming a "high-tech" adaptive organization.** Revenue bodies will increasingly be structured and governed around taxpayers, maximizing human skills with advanced analytics and decision-making support tools to engage with taxpayers.

The paper suggested that the transformation envisaged would be contingent on many things coming together and drew attention to several critical building blocks: (i) digital identity, (ii) taxpayer touchpoints, (iii) data management and standards, (iv) tax rule management and applications, (v) new skillsets, and (vi) governance frameworks. These building blocks were described in further detail in the seventh edition of this series (Box 4.1) and are mentioned briefly in Section C of this chapter dealing with assessing digital maturity.

In early 2023, the OECD's FTA released the findings of a comprehensive global survey of revenue bodies in the form of *The Inventory of Tax Technology Initiatives.*[45] The stated purpose of the inventory, which lays out information on technology tools and digital solutions, is:[46]

> *To assist tax administrations in their considerations of possible domestic reforms as well as to help identify where future collaboration between tax administrations might be of most value… The inventory seeks to achieve these aims by looking at (i) leading technology tools and digitalisation solutions implemented by tax administrations, and (ii) approaches that will help to advance the overall digital transformation of tax administrations. In addition to providing a snapshot of which administrations have adopted particular technology tools or approaches, the inventory also contains links to case studies provided by participating tax*

45 Twenty-seven revenue bodies from Asia and the Pacific participated in the initial phase of the global survey.

46 OECD. Inventory of Tax Technology Initiatives.

administrations to provide a more in-depth look at particular implementation solutions as well as links to supporting materials and studies.

The inventory provides a wealth of data that should be of considerable interest and value to officials of revenue bodies.

Use of Innovative Technologies to Facilitate Digitization

ISORA tracks use of a set of specified "innovative technologies" that are seen as important components of the building blocks critical to tax administration transformation, as envisaged in *Tax Administration 3.0*. These technologies are elaborated later in this section, along with selected examples and comments as to their usage across revenue bodies in Asia and the Pacific.

Appendix Tables A.84 and A.85 set out revenue body responses on technologies that were already operational or under development in FY2022, while Table 5.1 sets out aggregate data on reported usage and developmental activity for the 4 fiscal years to 2022, drawing on ISORA 2023 and prior surveys.

Table 5.1: Use of Innovative Technologies, FYs 2019–2022 (no. of revenue bodies)

	Status with the Use of Technologies (no. of revenue bodies in fiscal year)							
	Operational				In Development (implementing)			
Technology	2019	2020	2021	2022	2019	2020	2021	2022
Distributed ledger/blockchain	1	2	1	2	5	4	3	3
Artificial intelligence	8	7	10	10	5	11	9	6
Cloud technology	15	15	16	16	5	5	3	6
Data analytics	16	17	16	18	7	8	9	12
Robotic process automation	6	6	7	10	4	3	5	3
Application programming interfaces	20	25	32	26	9	6	4	4
Whole-of-government identification	11	17	18	15	3	4	6	4
Digital authentication	10	15	17	15	3	1	2	4
Virtual assistants	10	15	15	15	3	4	5	6

FY = fiscal year.
Sources: ISORA 2023, ISORA 2022, ISORA 2021, ISORA 2020.

Looking at the data and trends over time it appears that the rate of progress observed in earlier fiscal years with these technologies generally slowed over FY2021 and FY2022. Several factors may explain this outcome: (i) disruptions to developments during the coronavirus disease (COVID-19) pandemic, (ii) the withdrawal of some applications, (iii) applications under development failing to proceed, (iv) a failure to acquire in-house or external expertise with the necessary skillsets (Appendix Table A.32), and (v) a general lack of funds for new information and communication technology (ICT) developments.

Viewed across all the technologies and their usage over the 4 fiscal years, 12 revenue bodies report operational use of 5 or more technologies in FY2022, compared with 13 in FY2021, 11 in FY2020, and 7 in FY2019.[47]
Six revenue bodies (Australia; Hong Kong, China; Japan; the ROK; Singapore; and Taipei,China) report the use of

[47] Discrepancies apparent for a few technologies across the 4 fiscal years are thought to be attributable to a mix of factors: (i) suspended developmental activity, (ii) cessation of operational applications, and/or (iii) errors in survey data.

seven or more technologies) in FY2022, while six (Armenia, Georgia, Kazakhstan, Samoa, Uzbekistan, and Viet Nam) report three or more technologies under development.

Table 5.2 provides a global region-by-region perspective on the reported use of these technologies. Generally speaking, reported usage across economies in Asia and the Pacific is ahead of economies in Africa and broadly in line with those in Latin America and the Caribbean but a fair way from the usage reported for the other regions displayed.

Table 5.2: Innovative Technologies—Global Comparison of Usage, FY2022

	Region (% of revenue bodies with operational application)					
Technology	LAC (33)	North America (2)	Africa (39)	Europe (44)	Asia and the Pacific (45)	Middle East (3)
Distributed ledger/blockchain	9.1	0	5.1	4.5	2.2	33.3
Artificial intelligence	15.2	100	7.7	45.5	22.2	33.3
Cloud technology	39.4	100	20.5	45.5	35.6	66.7
Data analytics	63.6	100	33.3	75.0	40.0	100.0
Robotic process automation	18.2	100	5.1	43.2	22.2	67.7
Application programming interfaces	60.6	100	64.1	90.9	57.8	100.0
Whole-of-government identification	24.2	0	28.2	70.5	33.3	66.7
Digital authentication	30.3	0	15.4	25.0	33.3	0
Virtual assistants	27.3	50	17.9	40.9	33.3	100

FY = fiscal year, LAC = Latin America and the Caribbean.
Source: ISORA 2023.

Application Programming Interfaces

ISORA defines an application programming interface (API) as a set of software functions and procedures, allowing applications to access the features and/or data of another software solution. Applications can send requests to this interface and receive responses. A significant advantage of this compared with traditional software interfaces is that complex and sensitive information can be protected inside the software solution, since communication with other applications goes only through the API. As a result, APIs allow for safe digital interaction between revenue systems and external applications in banks, accounting software providers, and other government agencies. They can, for instance, be used to send and receive information, validate activities, and facilitate transactions.

There have been revisions to historical data reported in ISORA that result in a fair reduction in the number of reported users of APIs in FY2022 (26) compared with FY2021 (32). The reasons for this have not been identified but it is possibly the result of misunderstandings and erroneous survey data.

Artificial Intelligence

AI is described in ISORA as the ability of machines and systems to acquire and apply knowledge, including by performing a broad variety of cognitive tasks (e.g., sensing, processing language, pattern recognition, learning, and making decisions and predictions). Machine learning is a subset of AI.

Ten revenue bodies report having operational AI applications in FY2022, while a further six report that developments are in course.

Cloud Computing Technology

Cloud computing is a service model that provides clients with flexible, on-demand access to a range of computing resources. Clients access such resources (e.g., software applications, storage capacity, networking, and computing power) online.

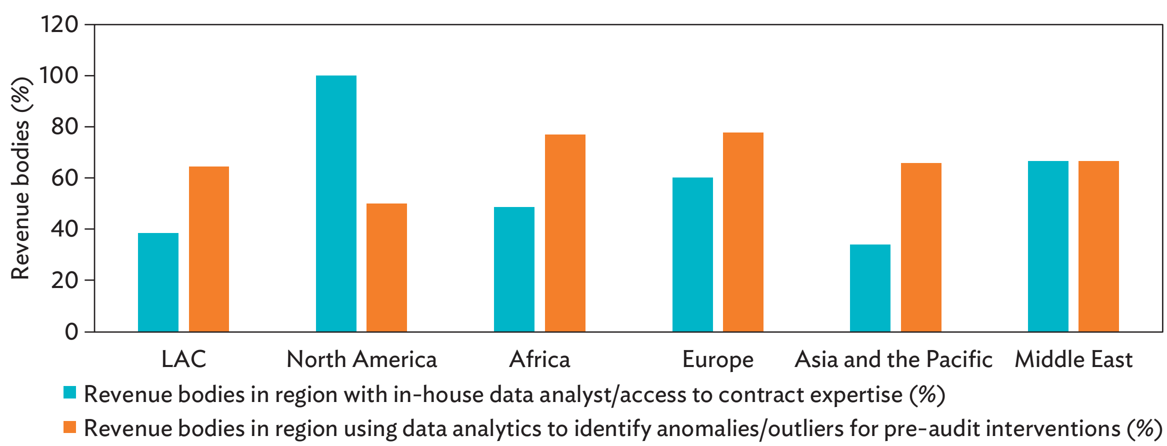
For FY2022, 16 revenue bodies report operational use of this model while six have developments underway. These figures are largely unchanged from FY2021.

Data Sciences/Analytics

ISORA defines analytics as the process of applying statistical and machine-learning techniques to uncover insights from data, enabling users to make better decisions about how to deploy resources to the best possible effect. An important consideration for the effective use of analytics by revenue bodies is the availability of specialist/skilled staff such as data scientists, and/or the ability to obtain such expertise externally (e.g., from consulting firms and academic institutions).

Interest in, and use of, analytics is an important development for revenue administration at large. However, there are indications that a fair number of revenue bodies have yet to make the investments required to develop the in-house skills to optimize the value of using these techniques, or to contract such skills as needed. In this respect, ISORA 2023 reporting on the area of HRM draws attention to the fact that just over one-third of revenue bodies in the region have access to in-house specialist staff for such work or are able to acquire external expertise as needed (Figure 5.1 and Appendix Table A.32). As apparent from the regional analysis depicted in Figure 5.1, this degree of access to specialist data analysts trails the situation in all other regions and, as a result, limits opportunities for use in areas such as the checking of tax returns to identify anomalies and outliers for pre-audit interventions.

Figure 5.1: Access to Data Analytics and Use for Pre-Audit Interventions, FY2022



FY = fiscal year, LAC = Latin America and the Caribbean.
Source: ISORA 2023.

Digital Authentication Technologies

As the number and variety of services provided online by revenue bodies continue to grow, effective taxpayer identity authentication methods and data security safeguards assume even greater importance. This is particularly relevant to those economies where the tax system includes taxes that typically have a fair incidence of overpayment (e.g., PIT tax and VAT/GST systems) that must be refunded to taxpayers. Weaknesses in administrative processes such as taxpayer identity verification and refund risk detection result in conditions that are proving attractive around the world to those seeking opportunities to obtain fraudulent refunds.

Digital authentication technologies enable the automated authentication of an individual's identity using their physiological and behavioral characteristics (e.g., fingerprint, iris recognition, face recognition, and voice). ISORA 2023 data indicate that these technologies are being used across Asia and the Pacific by 15 revenue bodies, although there do not appear to have been any new developments in recent fiscal years. Three revenue bodies report having applications under development in FY2022 (Azerbaijan, Samoa, and Viet Nam).

Distributed Ledger Technology/Blockchain

As described in the ISORA glossary, these technologies allow transactions to be stored and updated on many computers at the same time. With many computers involved, this is fail-safe and makes unauthorized changes very difficult. Blockchains use distributed ledger technology to store transactions in a chain of blocks where each block contains one transaction. The combination of cryptography and distributed ledger technology ensures that a block, once added to the chain, can never be altered. It enables applications to authenticate ownership and carry out secure transactions for a variety of asset types.

From the data reported in ISORA 2023, very little progress is being made in the identification of suitable applications for this technology as of FY2022. Two revenue bodies (Georgia and Thailand) have operational applications and two (Hong Kong, China and Taipei,China) have applications under development.

Robotic Process Automation

These applications are based on software "robots" that learn a set of operations and then perform them as if they were humans interacting with the computers. This is often used to automate repetitive tasks that otherwise would have to be done by revenue body staff—for instance copying information from one legacy system to another.

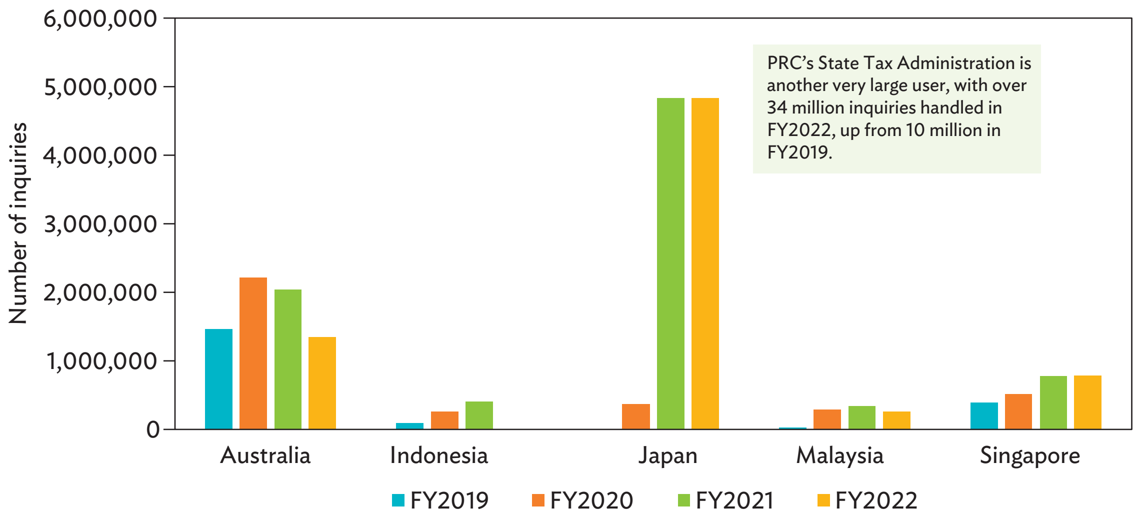
ISORA 2023 indicates that 10 revenue bodies deployed these applications in FY2022, including several for the first time (Azerbaijan, Indonesia, and Tajikistan). Two revenue bodies had applications under development in FY2022 (Uzbekistan and Viet Nam).

Virtual Assistants/Chatbots

ISORA defines this technology as software packages that simulate human interactions by handling questions or requests that otherwise would be handled by humans. They are sometimes called "chatbots" because they can be used to respond to online chats. Virtual assistants can use predefined sets of questions and answers (i.e., rule-based) and can additionally be powered with machine-learning capabilities (i.e., AI). In principle, they appear to have considerable potential for assisting revenue bodies to handle taxpayers' inquiries concerning their legal obligations and related administrative requirements, potentially relieving revenue bodies of significant workloads using traditional methods (e.g., phone and in-person inquiries). Revenue bodies in Australia, Japan, Malaysia, and Singapore that are experiencing considerable use of their virtual assistant/chatbot applications all report declining volumes of phone inquiries.

ISORA reporting for the 4 fiscal years up to FY2022 reveals a small number of new developments over that period, with 15 reporting operational applications in FY2022, while a further six had applications in course of development. Significantly, reporting from several revenue bodies (Australia, the PRC, Indonesia, Japan, and Singapore) point to relatively large numbers of inquiries being handled via these applications and, for some, considerable growth in usage over the years reviewed (Figure 5.2).[48]

Figure 5.2: Use of Virtual Assistants to Answer Taxpayer Inquiries, FYs 2019–2022



PRC = People's Republic of China, FY = fiscal year.
Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Whole-of-Government Identification Systems

As indicated earlier in this chapter. the work undertaken in relation to *Tax Administration 3.0* envisages a future state where tax administration processes will increasingly be "joined up" with other government services and functions, seamlessly supported by one digital identity across services and processes.

Whole-of-government identification systems uniquely identify individuals, entities, and other bodies within a common database. They are primarily used across multiple government agencies to simplify registration requirements and processes and facilitate the authorized exchange of information between agencies. Developments consistent with this direction have increasingly been observed over recent years and are expected to grow. Japan is an example of an economy undertaking such developments over the past 7–8 years with the introduction of two initiatives—*My Number Card* for individuals and a system of *Corporate Numbers*—that are being used across various areas of government administration.[49]

For ISORA 2023, 15 revenue bodies report involvement with whole-of-government identification systems for citizens and/or businesses, or that developments of this nature are underway. These numbers reflect a small increase on the situation reported in FY2019.

[48] Examples of operational virtual (digital) assistants were described in the sixth (Australia and Singapore) and seventh (Japan) editions of this series.
[49] National Tax Administration. 2023. Efforts for Enhancements of Services for Taxpayers and Efficiency of Tax Administration.

Digitization Initiatives in Place to Further Modernize Tax Administration

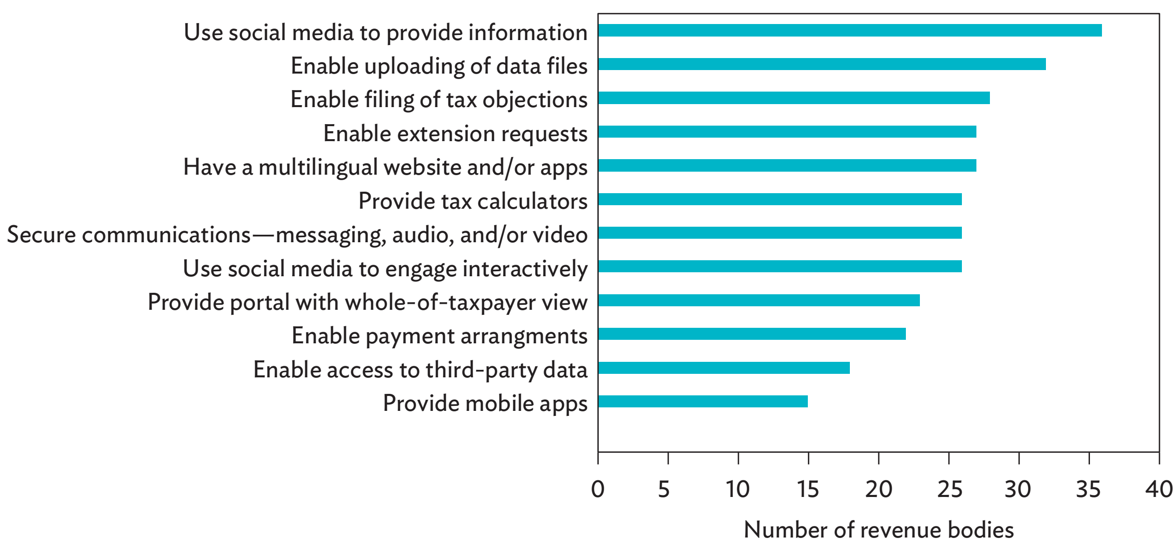
Advances in technology and digitalization opportunities are also enabling increasing numbers of revenue bodies to further innovate their mainstream operations by deploying new applications, especially in relation to improvements to service delivery and managing taxpayers' compliance.

Helping Taxpayers Comply with the Law

Tax laws are often complex and are frequently accompanied by detailed administrative requirements that can be difficult for some taxpayers to comprehend. This is particularly the case for small business operators and entrepreneurs, who may be required to deal with multiple types of taxes to meet all of their tax obligations. Providing services online to taxpayers that are easy to access, understand, and use is widely recognized by international bodies as an effective way of helping them comply with tax laws and minimize their tax compliance burden.

To gauge progress in this area, ISORA 2023 included an expanded range of questions aimed at establishing whether certain services were provided online and to identify the range and nature of electronic methods of communication in place to support taxpayers. Responses at the aggregate level for selected services provided in FY2022 are depicted in Figure 5.3, while Figure 5.4 contrasts the use of these services by revenue bodies in both FY2018 and FY2022 (where known). Chapter 6 reports further information concerning other online services (e.g., taxpayer registration, electronic filing of returns, use of prefilled tax returns, and electronic tax payments.

Figure 5.3: Digital Services (by type of services and no. of revenue bodies), FY2022

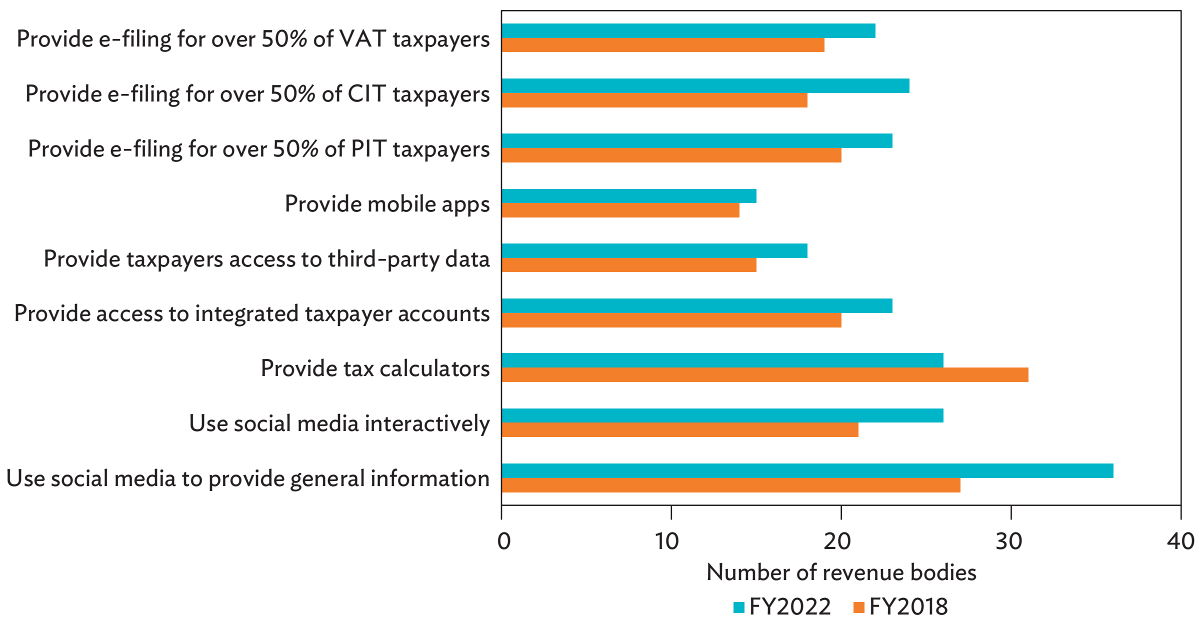


FY = fiscal year.
Sources: ISORA 2023.

As Figure 5.3 shows, most of the surveyed revenue bodies report offering a fairly rich array of services to their taxpayers in FY2022. On the other hand, Figure 5.4 suggests that, over the period FY2018–FY2022, there was little growth in the provision and use of services, most likely partly because of the disruption from the pandemic in 2020 and 2022 and resource limitations.

It is also apparent that there is a significant "technology gap" in the offerings available across Asia and the Pacific. From the menu of services depicted in Figure 5.3, 17 revenue bodies report the availability of nine or more services while 10 revenue bodies report four or fewer such services.

Figure 5.4: Use of Electronic Services, FYs 2018 and 2022



CIT = corporate income tax, FY = fiscal year, PIT = personal income tax, VAT = value-added tax.
Sources: ISORA 2023, ISORA 2020.

Checking/Validating Taxpayers' Compliance

Electronic Invoice Mechanisms

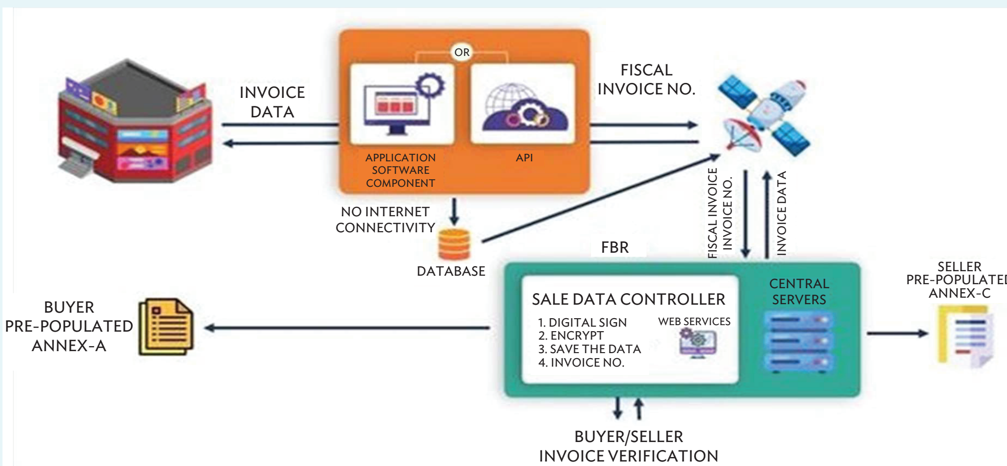
The seventh edition of this series described developments with the use of electronic invoice mechanisms in VAT/GST administration and included a description of the arrangements introduced by the indirect taxes area of India's Department of Revenue (pp. 40–42) Pakistan's Federal Board of Revenue (FBR) is a more recent example of a revenue body deploying such a mechanism, introducing new invoicing arrangements in November 2023 (Box 5.1).

Box 5.1: Pakistan's E-Invoicing Mechanism for VAT/GST Administration

Pakistan's Federal Board of Revenue (FBR) introduced an electronic sales tax invoicing system in November 2023. The framework for the new system is provided through legislated rules that require registered businesses to use an electronic invoicing system. Eligible businesses must install such a system provided by a licensed person. Sales or supplies must be recorded in the electronic invoicing system. The following categories of entities/businesses are required to participate within the system as "supply chain operators" (SCOs): (i) all importers and manufacturers of fast-moving consumer goods, (ii) all wholesalers (including dealers), (iii) distributors of fast-moving consumer goods, and (iv) all wholesaler-cum-retailers engaged in bulk import and supply of fast-moving consumer goods on a wholesale basis to retailers.

SCOs will be integrated with FBR through a unique identifier and security token given after completion of registration. SCOs are mandated to adapt their business IT systems to accommodate both sales and purchase invoices. When entering sales invoice details, SCOs are required to select the invoice type, which will then be shared through the designated application programming interface (API). This same API will serve to capture data when SCOs input purchase invoices, debit notes, or credit notes. Operators in the fast-moving consumer goods sector are required to register their system using the FBR's electronic portal.

Invoice Focalization Process



GST = goods and services tax, VAT = value-added tax.
Source: FBR. Digital Invoicing Legal Provisions. (accessed 25 March 2024).

ISORA defines an "electronic invoice mechanism" as a nationwide system whereby business operators (either most or those prescribed) prepare and deliver electronic documents to record sales and other transactions (usually invoices, credit or debit notes, receipts, or withholding certificates). These electronic documents must comply with a mandatory format (usually in XML) and be digitally signed. They must be sent to the revenue body either before or shortly after the transaction is completed. The buyer will receive the electronic document through electronic means, making it possible to use graphical representation for buyers not able to access the electronic documents. Some revenue bodies offer the ability to fill the document using a free site or application hosted by the revenue body itself.

A 2021 report prepared for the OECD's FTA observed that the then-existing landscape for electronic invoicing applications already in place was both complex and fragmented and, accordingly, recommended revenue bodies adopt a cautious approach in contemplating such a development (footnote 44). With this in mind, it recommended several issues to be considered:

(i) Clarify upfront the precise reasons for, and priority of, electronic invoicing as a solution to a tax administration problem.
(ii) Identify the policy changes and legislative amendments required for effective implementation.
(iii) Take steps to understand the business landscape and how invoices are being used.
(iv) Determine the extent, timing, and resourcing of changes that would be needed within the tax administration to receive and process large numbers of electronic invoices.
(v) Consider the alignment with any online cash register type solutions already in place.
(vi) Identify any potential interoperability problems for businesses operating across borders.
(vii) Keep in mind a future vision—including, the building-in of taxation processes into taxpayers' natural systems where the data remain within those systems (*Tax Administration 3.0*).

ISORA data for FY2022 indicate that, across Asia and the Pacific, 19 of the 34 participating revenue bodies that administer a VAT/GST system of taxation deploy some form of e-invoicing mechanism for VAT administration purposes. This number is largely unchanged from that reported in previous fiscal years. In FY2022, these arrangements were most commonly observed in the economies of Central and West Asia, East Asia, and Southeast Asia. As part of its reporting for ISORA 2023, the Internal Revenue Authority of Singapore (IRAS) indicated that it would be implementing an e-invoicing mechanism in phases from 1 November 2025.

Notably, revenue bodies in some of the more developed economies in Asia and the Pacific—for example, Australia, Japan, and New Zealand—do not report such use or any planned developments along these lines in FY2022. This suggests that revenue bodies in these economies have made a judgment that VAT/GST compliance levels do not justify the significant costs and efforts required for all stakeholders to develop, use, and maintain such mechanisms.

Electronic Fiscal Devices

The use of electronic devices to capture and record the transactions of retail businesses for tax purposes has been in place in one form or another for many years. The fourth edition of this series (Box 4.4, p. 60) briefly described the use of online cash register systems in tax administration and included a description of the system then operating for many years in the ROK.

ISORA continues to monitor the use of electronic fiscal devices/cash registers and describes them as a physical device (point of sale–cash registers–printers) certified by the tax administration that taxpayers must use to record sales with details of individual transactions, including tax-related information, in non-volatile read-only memories the tax administration can access for verification purposes. Modern devices can include capabilities to encrypt information using digital signatures and transmit the data to the tax administration either in real time or in periodic batches.

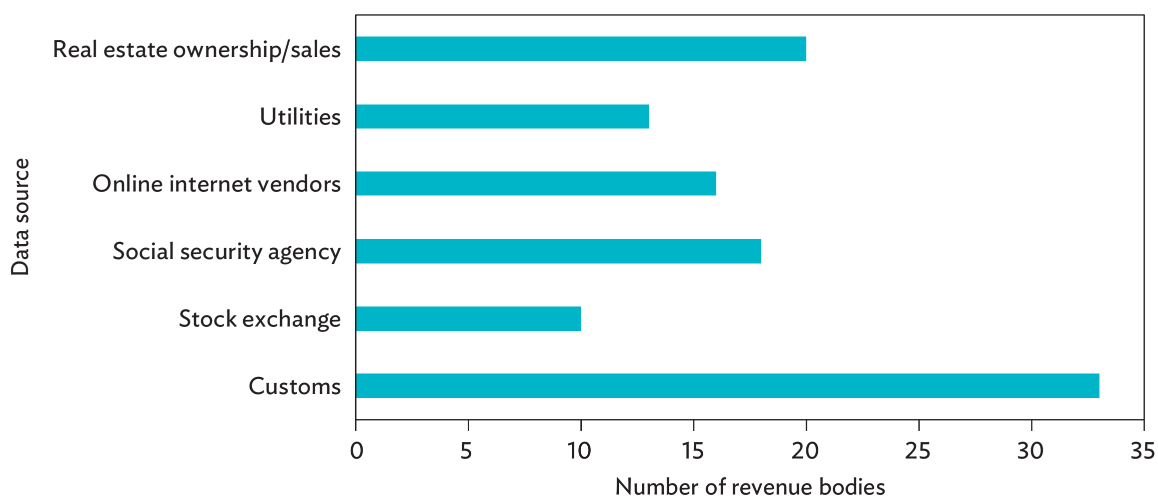
ISORA data for FY2022 indicate that, across Asia and the Pacific, 17 of the 45 participating revenue bodies had arrangements in place involving the use of electronic fiscal devices/cash registers. This number is largely unchanged from that observed in prior fiscal years. In FY2022, these arrangements were concentrated among economies in Central and West Asia, East Asia, and Southeast Asia. Notably, the use of electronic fiscal devices/cash registers was not reported by revenue bodies in some of the more developed and/or larger economies in Asia and the Pacific (Australia; the PRC; Hong Kong, China; Japan; Malaysia; New Zealand; Singapore; or Taipei,China).

Systems for Storing/Validating, etc. Large Datasets for Compliance Checking

Tax administration is greatly facilitated when a revenue body has systematic access to large third-party datasets that contain information helpful for understanding taxpayers' location and financial affairs and/or validating their compliance with tax laws. Examples of such datasets include (i) customs administration data on importers of goods and services; (ii) data on real property ownership, holdings, and transactions; (ii) ownership of shares and related transactions; and (iv) users of electricity, water, and gas services for income-producing purposes. The existence and potential use of these third-party datasets will, of course, vary from economy-to-economy depending on a range of factors (e.g., level of development, size of the economy, and main taxes being administered). For efficient and effective use, large third-party datasets should be obtainable in electronic format and subject to systematic quality checks to ensure their reliability and correction, if needed.

To establish how this aspect of tax administration is conducted, ISORA 2023 introduced a new question intended to elicit information on selected types of third-party datasets obtained by revenue bodies and whether they were subject to systematic quality checks. Appendix Table 5.3 sets out the responses received while Figure 5.5 depicts an aggregate summary of their usage for the relevant datasets.

Figure 5.5: Revenue Body Systems for Managing Third-Party Data (by data source and number of revenue bodies), FY2022



FY = fiscal year.
Source: ISORA 2023.

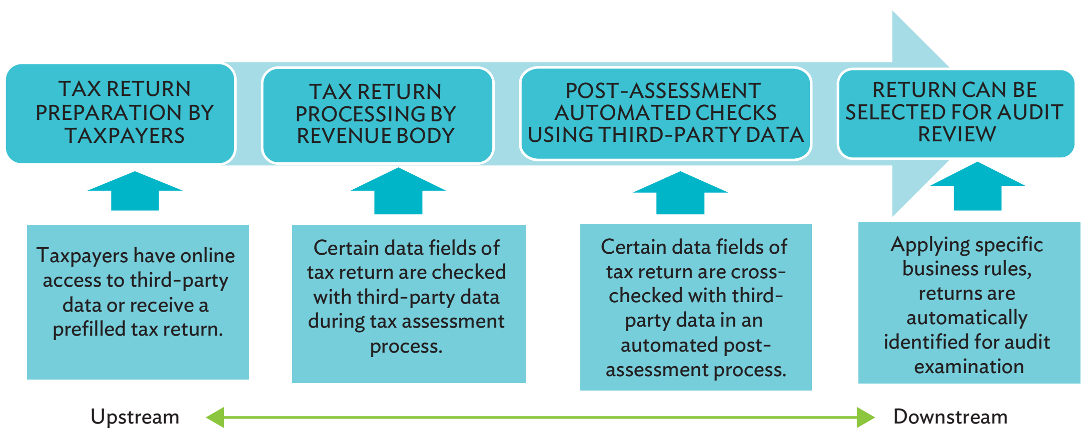
The more common sources of large datasets were customs datasets, data on real property ownership and transactions, and data from social welfare bodies. Of some significance, use of multiple data sources was concentrated among nine revenue bodies (the PRC, Indonesia, Kazakhstan, the ROK, Mongolia, Pakistan, Singapore, Thailand, and Uzbekistan) that reported having systems for the capture, storage, and management of five or more of the specified six categories. Most revenue bodies report that processes are in place to check the quality of data produced by these agents, although a lower number report having a systematic approach to the provision of feedback.

Cross Matching of Third-Party Data with Tax Records/Fully Automated Compliance Checks

In addition to the various data sources highlighted in the previous section, revenue bodies are typically empowered to receive various categories of income-related data from relevant third parties. These can include (i) employers' wage reports of employee income; (ii) dividend and interest income paid by financial institutions, and public and private companies; (iii) welfare-related payments made by government bodies; (iv) specified categories of business income paid to subcontractors and others; and (v) other income (e.g., royalties and rents) (Appendix Table A.85 Parts 1 and 2). In summary, and depending on the type of PIT system in place, there is potentially a vast volume of third-party data available for systematic capture and matching with tax records to detect understated tax liabilities.

There is considerable experience globally attesting to the value of systematic large-scale data-matching processes to validate taxpayers' compliance with the law. However, as acknowledged in the thinking that underpins the directions outlined in *Tax Administration 3.0,* the precise stage in the overall tax administration process where third-party data matching is carried out can have significant implications for tax compliance, tax administration costs, and taxpayers' compliance burden (Figure 5.6).

Figure 5.6: Use of Third-Party Data to Validate Tax Compliance



Source: Authors' compilation.

ISORA 2023 reporting indicates that extensive use is being made of digital strategies involving the cross matching of third-party data as part of the tax return preparation, processing, and verification phases (Table 5.3.) These uses include

(i) providing access (upstream) for taxpayers to third-party data at the point of tax return preparation–helping them get compliance "right from the start";

(ii) validating returns when they are received and initially processed by the revenue body, enabling errors to be avoided in the tax assessment process; and

(iii) post-assessment cross-checks that are conducted (downstream) leading to the identification of errors for follow-up action.

While these strategies can all be effective, they each present different opportunities and costs for managing taxpayers' compliance. The data highlighted in Table 5.3 suggest that, while all the strategies are being used by many revenue bodies across Asia and the Pacific, post-assessment matching of third-party data with tax records is still the predominant form of data verification—a further reminder of the potential for transformation.

Table 5.3: Use of Data Matching and Fully Automated Compliance Checks, FY2022

Access to Third-Party Data To Validate Tax Compliance	Revenue Bodies (no.)
Taxpayers have online access to third-party data when preparing their tax returns	21
Taxpayers are provided with electronic prefilled personal income tax returns	18
Revenue body uses electronic compliance checks when processing returns filed	21
Revenue body uses electronic data matching after the return filing process to detect errors	39

FY = fiscal year.
Source: ISORA 2023.

Assessing Digital Maturity

Transformation using digital solutions presents challenges and risks for all revenue bodies regardless of their level of development. An essential starting point in charting a transformation journey and developing a digital strategy is a solid understanding of existing businesses processes, capability strengths and weaknesses, and the opportunities and options for reform/transformation.

In December 2021, the OECD FTA released its publication *Digital Transformation Maturity Model.*[50] This publication followed the earlier release of *Tax Administration 3.0* outlined in Section A of this chapter.

The digital transformation maturity model is a self-assessment tool for revenue bodies that aims to assist them to diagnose their existing levels of digital maturity, as a precursor to the planning and development required to transform revenue administration through optimal use of digital solutions. The model sets out five levels of maturity (Box 5.2), with each level of maturity able to be evaluated using a recommended self-assessment tool structured around the six main themes of *Tax Administration 3.0*, described in Section A of this chapter: (i) digital identity, (ii) taxpayer touchpoints, (iii) data management and standards, (iv) tax rule management and applications, (v) new skillsets, and (vi) governance frameworks. The model includes practical guidance to assist revenue bodies to self-assess the maturity of their processes, capabilities, and approaches. Its use by revenue bodies across Asia and the Pacific is strongly recommended.

50 OECD. 2021. *Digital Transformation Maturity Model*. Forum on Tax Administration. Paris.

Box 5.2: Levels of Maturity in Digital Transformation

The five levels of maturity of the model are:

(i) **Emerging:** This level is intended to represent tax administrations that have already developed to a certain extent, but that have significant further progress they could make in the area of digitalization. The descriptions of this level focus on what is in place rather than on what is not, while also noting what some of the limitations might be.

(ii) **Progressing:** This level is intended to represent tax administrations that have made or are undertaking reforms in digitalization as part of progressing toward the average level of advanced tax administrations.

(iii) **Established:** This level is intended to represent where many advanced tax administrations, such as Forum on Tax Administration members, might be expected to cluster.

(iv) **Leading:** This level is intended to represent the cutting edge of what is generally possible at the present time through actions by the tax administration itself, with some collaboration with stakeholders.

(v) **Aspirational:** This level is intended to look at what might be possible in the long term moving toward the more seamless and increasingly real-time tax administration described in the *Tax Administration 3.0* vision. No tax administrations are expected to be consistently at this level currently, in particular since in some cases it requires extensive cooperation external to the tax administration (such as whole-of-society approaches, access to a wide range of data sources, extensive use of artificial intelligence, etc.).

Source: OECD. 2021. *Digital Transformation Maturity Model*. Forum on Tax Administration.

CHAPTER 6

Revenue Collections and Tax Administration Operations

Key Messages

- FY2022 saw significantly increased revenue collections for many revenue bodies across Asia and the Pacific in the wake of the pandemic. Over two-thirds of revenue bodies saw year-on-year growth in collections exceeding 10% and, for over one-third, this growth exceeded 20%. Regrettably, collections remained depressed in a few economies, including in several Pacific island economies that rely heavily on tourism.
- Viewed over the 4 years (i.e., FY2019 [pre-pandemic] to FY2022 [post-pandemic]), overall growth in revenue collection performance was mixed:
  - Around one-quarter of revenue bodies experienced aggregate growth exceeding 50%; these were concentrated in Central and West Asia.
  - Several revenue bodies performed at a level below their performance in FY2019.
- Gaps and inconsistencies in the reporting of performance-related data for many revenue bodies suggest weaknesses in the approaches and systems used to monitor some routine tax operations and evaluate their performance; the main areas of concern are the monitoring of taxpayer service channel workloads and return filing compliance.
- For those operational areas where comprehensive data were available, revenue body performance in FY2022, relative to FY2021, was mixed:
  - There was no clear pattern or major changes in registration or return filing workloads.
  - Several revenue bodies report good progress in the use of digital service channels (e.g., online taxpayer accounts and virtual assistants).
  - Revenue bodies continue to automate their routine operations (e.g., electronic filing and payments) and there is a clear trend of increased usage across most bodies.
  - Owing to concerns regarding refund fraud and other factors, over half of revenue bodies administer their VAT/GST systems with a restrictive form of refund policy.
  - Around half of revenue bodies report declines in verification program outputs.
  - Non-payment of taxes is a significant issue for many revenue bodies, with around one-third reporting end-year tax debt inventories exceeding 25% of annual tax collections.
  - Data for FYs 2019–2022 indicate a general decline in tax crime investigations for most revenue bodies reporting these data.
- Reported staff resources for post-filing verification and enforced debt collection functions appear inadequate to support effective work programs for around 20% of revenue bodies.

This chapter summarizes revenue body performance in the mainstream areas of tax administration operations, focusing primarily on FY2022, and should be read in conjunction with the data reported in the referenced appendix tables. It also includes examples of practical guidance recommended by international bodies that provide technical assistance in tax matters to member economies.

Revenue Collections

Range and Nature of Taxes Administered

The specific taxes administered in FY2022 by each of the 45 revenue bodies included in this report are identified in Appendix Table A.3 (Parts 1 and 2). Appendix Table 6 reports on their relative contribution to total revenue collections for that fiscal year. Table 6.1 below provides a summary view.

Table 6.1: Types of Revenue Administered by Revenue Bodies, FY2022

Revenue Bodies	Revenue Type									
	PIT	CIT	VAT/GST	EXC (DOM)	MVT	PWT	EGT	OGS	SSC	OTH
Number	43	44	34	22	17	16	9	39	8	39
% of total	96	98	76	49	38	36	20	87	18	87

CIT = corporate income tax, EGT = estate/gift taxes, EXC (DOM) = excise (domestic suppliers), FY = fiscal year, MVT = motor vehicle taxes, OGS = other goods and services, OTH = other taxes, PIT = personal income tax, PWT = property/wealth taxes, SSC = social security contributions, VAT/GST = value-added tax/goods and services tax.

Source: ISORA 2023.

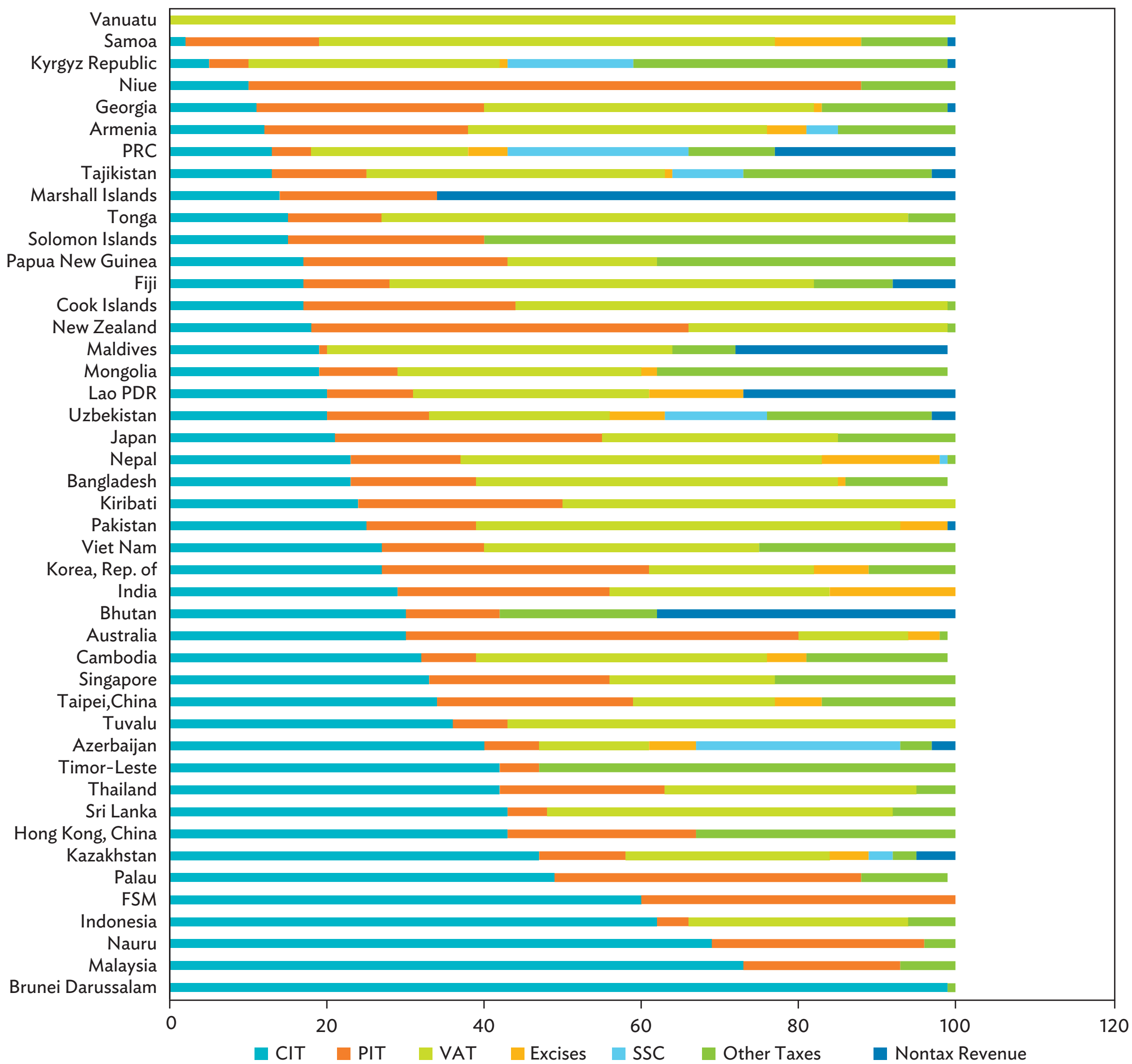
Tax Revenue Contribution of Taxes Collected by Revenue Body

There are many similarities in the types of taxes collected by revenue bodies across the Asia and Pacific region. However, a deeper analysis of their respective contributions to overall revenue collections highlights considerable variation across economies. Appendix Table A.6 sets out a categorization of the revenue types reported by revenue bodies according to their overall contribution to revenue collections, while Figure 6.1 depicts the mix in revenue shares (by revenue type) across the region. This is likely to be reflected to varying degrees in the overall approaches adopted for revenue administration.

Income taxes, principally corporate, represent the main source of tax revenues collected in just over 45% of revenue bodies, while, based on the data reported, the collection of VAT and excises appears to be significant (i.e., over 50%) in just under one-quarter of the economies. However, complicating this analysis is the fact that, for around one-quarter of surveyed revenue bodies, the category "other taxes" exceeds 20% of total revenue collections. Other taxes can include property taxes; taxes on goods and services (other than VAT or excise); and taxes on motor vehicles, wealth, and inheritance.

With an eye to future revenue mobilization efforts, the ISORA data provide a further reminder of the small contribution made by PIT in many economies. For 23 surveyed economies, the PIT contribution falls below 20% of all revenue collections. For 10 surveyed economies, it is below 10%.

Figure 6.1: Revenue Collections by Revenue Type, FY2022
(% of total)



PRC = People's Republic of China, CIT = corporate income tax, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, SSC = social security contributions, VAT =value-added tax.

Source: ISORA 2023.

Revenue Collections in Fiscal Year 2022

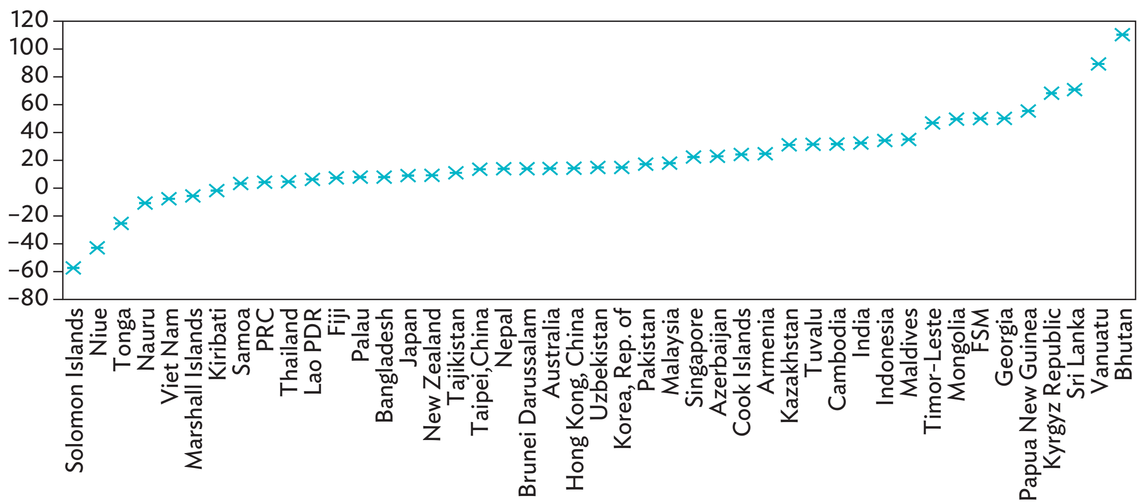
Revenue collections for the 4 fiscal years up to 2022 are set out in Appendix Table A.4. This 4-year fiscal time frame largely covers the period of the COVID-19 pandemic that commenced in early 2020.

A factor to be borne in mind when contrasting the performance of revenue bodies across fiscal years relates to the fiscal periods of the respective economies. As indicated in Appendix Table A.1, economies across Asia and the Pacific have a broad mix of fiscal periods, ranging from periods ending on 31 March to those ending on

31 December, a difference of up to 9 months. As a result, for "early balancers" (i.e., with fiscal periods ending in the first and second quarter [Q1 and Q2] of a calendar year), the revenue impact of the COVID-19 pandemic (which commenced late in Q1 of 2020) is likely to have been less severe in FY2020 and at a more significant level in FY2021. On the other hand, "late balancers" (i.e., with fiscal periods ending in Q3 and Q4) are likely to have endured a more significant revenue (year-on-year) impact in FY2020.

Compared with FY2021, tax revenue collection performance of revenue bodies for FY2022 was relatively buoyant across most economies, with over two-thirds (32) reporting growth in tax collections exceeding 10% and one-third (16) where growth exceeded 20% year on year (Appendix Table A.4). Revenue collection performance was at its strongest in many economies in Central and West Asia (e.g., Georgia +50.1%, and the Kyrgyz Republic +68.3%) and in Mongolia (+49.5%), PNG (+55.4%), and Sri Lanka (+70.7%). On the other hand, revenue collection performance remained depressed, contracting by over 10% year on year, in four Pacific island economies (Figure 6.2).

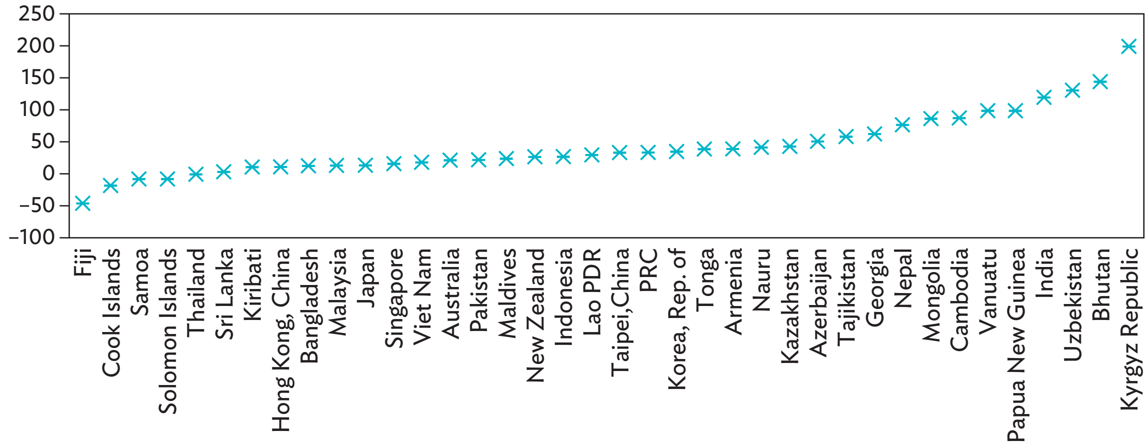
Figure 6.2: Revenue Body Tax Collections, FYs 2021 and 2022
(% change, year on year)



PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Sources: ISORA 2023, ISORA 2020.

Also reported in Appendix Table 4 is the movement in total tax revenue collections by revenue bodies for the period FY2019 (pre-pandemic) to FY2022 (largely post-pandemic). While the picture for many revenue bodies is one of fair growth, there are several for which this has not been the case, including some where tax revenue collections in FY2022 remained below the level achieved in FY2019 (the Cook Islands, Fiji, Samoa, and Thailand) (Figure 6.3).

Figure 6.3: Revenue Body Tax Collections, FYs 2019 and 2022
(% change)



PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Sources: ISORA 2023, ISORA 2020.

Reliance on Withholding at Source to Collect Personal Income Tax

Withholding at source arrangements are widely regarded as the cornerstone of an effective income tax system. Imposing the obligation on independent third parties such as employers and financial institutions to withhold an amount of tax from payments of income to taxpayers significantly reduces opportunities for noncompliance. It is also a more efficient way for governments to collect taxes on a timely basis. However, as for the collection of all taxes, the use of withholding mechanisms presents opportunities for noncompliance that necessitate effective management by revenue bodies. These include (i) failure to withhold taxes from payments made, as required under the law; (ii) failure to remit on time (or at all) taxes withheld from payments made; and (iii) underreporting of liabilities. The importance of tax withholding arrangements and their administration are magnified for those economies where PIT represents a sizable share of tax revenues, as observed in Armenia, Australia, Georgia, Japan, the ROK, New Zealand, and many Pacific island economies.

ISORA seeks data from revenue bodies on the proportion of the PIT that is collected using tax withholding at source by third parties. The data reported by revenue bodies highlight several important issues while also raising several potential issues of concern.

In brief, the use of withholding at source to collect PIT is just about universal across economies in the region that impose an income tax on individuals (Appendix Table A.62). Only Hong Kong, China and Singapore do not generally use withholding at source as a method of PIT collection. In the absence of withholding at source arrangements, taxpayers in Hong Kong, China are generally required to make advance payments of tax via regular installments. In Singapore, taxpayers have the option of making advance payments of tax via regular installments. In both economies, taxpayers' incomes are subject to third-party reporting obligations (e.g., by banks, financial institutions, and public companies).

Estimates of the share of PIT collected via withholding arrangements vary significantly, with around half of revenue bodies reporting shares in excess of 80%. Reported shares were comparatively low in India (51%), Pakistan (33%), and Sri Lanka (52%). Accepting that the data are correctly reported, low shares of revenue from withholding may be indicative of several factors (e.g., policy design choices that limit the scope of withholding and/or weak enforcement of withholding provisions). Should this be the case, there may be potential to mobilize additional revenue from initiatives involving policy design and/or more robust enforcement of existing withholding provisions.

Tax Administration Operations

The remainder of this chapter summarizes revenue body performance in the mainstream areas of revenue administration operations, focusing primarily on FY2022, and should be read in conjunction with the data reported in referenced appendix tables. It also includes practical guidance from international bodies.

Regardless of their formal organization structure, revenue bodies typically conduct a common range of functions in administering the taxes for which they are responsible (Figure 6.4). This chapter looks at the operational performance of these functions and draws attention to their core role and relevance; differences between economies that may affect their scale and operational performance; aspects of support provided through the increasing use of modern technology; and any trends or significant changes evident from performance-related data, particularly for FY2021 and FY2022, as economies commenced their recovery from the COVID-19 pandemic.

Figure 6.4: Basic Functions of Tax Administration

Note: Some revenue bodies administer a function to investigate tax crimes and, where appropriate, to initiate prosecution action.
Source: Authors' compilation.

Taxpayer Registration and Identification

Processes supporting the registration and identification of taxpayers are fundamental to a revenue body's system for managing all aspects of all taxpayers' tax affairs. The systematic recording and updating of taxpayer details on a register and the allocation of a unique high-integrity identifier facilitate the efficient conduct of all downstream tax administration processes, including assessment, debt collection, late filer enforcement, and the detection of unregistered taxpayers.

Data gathered in ISORA 2023 on registration processes were limited to the nature of the service channels available to initiate a registration and the numbers of registered taxpayers at end-FY2022 for the main taxes administered. For registration volumes, the appendix tables display total registrations and the number of registrations regarded as "active" (i.e., those registered taxpayers for whom a tax consequence typically arises during the fiscal year [tax liability or tax refunds without any obligation to file] or who for any other purpose file a tax return) and show corresponding information for FY2021 and FY2020 to identify any significant changes.

Registration Channels

Revenue bodies have a range of different service channels they can choose to provide for businesses and citizens to initiate and complete a registration for tax purposes (Appendix Table A.83). Just under half of revenue bodies report offering four or more channels for registration purposes in FY2022, with the most commonly available channels being in person at revenue bodies' offices, online, and by mail. However, the data should be interpreted with care as it is possible that some revenue bodies require at least two channels (e.g., online and in person) to *fully* complete some/all registration applications.

Registered Taxpayer Populations

Personal Income Tax

Registration data for PIT are more readily comprehended when account is taken of the significant differences that exist across economies in the design of the tax policy and administrative elements that underpin the collection of PITs, especially from employees who are typically subject to employer income tax withholding obligations. These differences were elaborated in previous editions of this series and, in the main, relate to whether employees are (i) generally subject to employer income tax withholding obligations, (ii) required to register for tax purposes, and (iii) required to file an annual tax return. ISORA captures limited data on these features of the tax system for each economy (Appendix Table A.62), enabling an analysis of their relevance across Asia and the Pacific and the placement of economies into one of five categories, as set out in Table 6.2.

Table 6.2: Personal Income Tax Arrangements for Employee Taxpayers in Asia and the Pacific

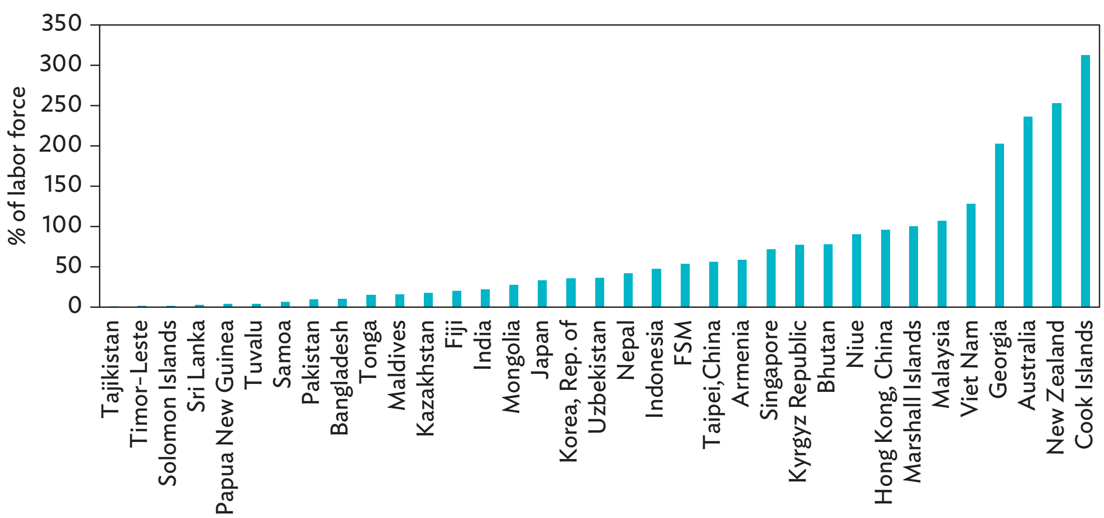
Model	Features of Model	Economies with This Model in FY2022
1	• Employer tax withholding on wages applies • Employees not required to register with revenue body • Most employees not required to file annual tax returns	Armenia, Azerbaijan, Cambodia, Fiji, Georgia, Japan, Kazakhstan, Kiribati, Kyrgyz Republic, Maldives, Marshall Islands, Federated States of Micronesia, Palau, Papua New Guinea, Samoa, Solomon Islands, Tajikistan, Tonga
2	• Employer tax withholding on wages applies • Employees required to register with revenue body • Most employees not required to file annual tax returns	People's Republic of China, Lao People's Democratic Republic, Nauru, Viet Nam
3	• Employer tax withholding on wages applies • Most employees required to register with revenue body • Most employees required to file annual tax returns	Australia, Bhutan, Cook Islands, India, Indonesia, Republic of Korea, Malaysia, Mongolia, Nepal, New Zealand, Sri Lanka, Timor-Leste, Tuvalu, Uzbekistan
4	• No employer tax withholding applies; advance payments required • Employees required to register with revenue body • Most employees required to file annual tax returns	Hong Kong, China
5	• No employer tax withholding applies; advance payments optional • Employees not required to register with revenue body • Most employees not required to file a return (*)	Singapore (*IRAS administers a "No Filing Service" for most employees. As part of this service, data captured from third parties are used to automate the process of determining employees' tax liabilities and advising any amounts due from, or payable to, taxpayers)

FY = fiscal year, IRAS = Inland Revenue Authority of Singapore.
Source: ISORA 2023.

Concerning movements in the overall size of the registered individual taxpayer population between FY2021 and FY2022 where registration is generally required, the picture across the region is mixed. Limiting analysis to revenue bodies with over 3 million registrants reveals that 12 of 14 economies report growth in numbers, with increases in excess of 10% observed in India, the ROK, Nepal, and Pakistan. Only one revenue reports a decline in numbers (Singapore).

Finally, observed against the benchmark of each economy's official labor force population, the proportion of individuals registered for PIT purposes varies enormously across Asia and the Pacific, ranging from less than 2% to over 300% (Figure 6.5). The data clearly point to highly different arrangements and environments for the administration of the PIT. For example, in those economies where the requirement to register is extensive, the PIT system generally requires a considerably higher proportion of taxpayers to file annual tax returns, as seen in economies such as Australia; Hong Kong, China; New Zealand; and Singapore.

Figure 6.5: Registered Personal Income Taxpayers, FY2022
(% of labor force)



FY = fiscal year, FSM = Federated States of Micronesia.
Source: ISORA 2023.

Corporate Income Tax

Data reported on registrations for CIT are set out in Appendix Table A.50. As will be evident, there is considerable variability in the data reported by revenue bodies and, in the absence of any benchmark that can be applied for comparability purposes, it is not possible to draw any firm conclusions as to the exhaustiveness of the registered corporate populations reported by each revenue body. Concerning movement in the size of the total registered corporate taxpayer populations for FY2022, the overall picture is mixed, with instances of significant increases and reductions, pointing to possible data errors. Limiting analysis to revenue bodies with over 1 million registrants reveals that 10 of 12 economies report growth in numbers in the range of 0%–10%, with only one reporting a decline (Hong Kong, China).

Employers' Income Tax Withholdings

The data reported on registrations of employers for income tax withholding purposes (Appendix Table A.52) are less comprehensive, for a variety of reasons. Both Brunei Darussalam and Vanuatu do not have a PIT regime; two others (Hong Kong, China and Singapore) do not generally require employers to withhold income tax from salaries and wages paid to resident employees. The reasons for other gaps have not been researched, although a possible explanation for some revenue bodies is that employers are not generally required to uniquely register for income tax withholding purposes and that alternate administrative arrangements are followed in practice.

Value-Added Tax

Across the 45 economies participating in this edition, 34 administer a system of indirect tax based on VAT principles. ISORA data related to numbers of registrations for VAT are set out in Appendix A.53.

There is considerable variability in the registration data reported by revenue bodies administering a VAT system and, in the absence of any recognized benchmark that can be applied for comparability purposes, it is not possible to draw conclusions as to the exhaustiveness of the population of registrants reported. A distinguishing feature of the VAT systems in place in Asia and the Pacific, as well as globally, is the quantum of monetary thresholds for VAT registration and collection purposes—typically expressed in terms of annual turnovers—which vary significantly from economy to economy, with direct implications for the numbers of businesses required to register for VAT purposes. For the 30 revenue bodies with data for both FY2021 and FY2022, the pattern is generally one of moderate growth for most, with the exceptions being Armenia (+33%), Bangladesh (+46%), Cambodia (+73.9%), and Mongolia (+26.2%).

Excises

Comparatively few economies in the region administer excises on domestic producers of excisable goods (e.g., tobacco, alcohol, and petroleum products). Even where this is the case, their administration often falls within the mandate of the customs body, not the main revenue body. The limited data available prevent any meaningful analysis on a "whole-of-region" basis (Appendix Table A.54).

Taxpayer Services

Achieving high levels of voluntary compliance with tax laws is closely linked to the quality of services revenue bodies provide and the experiences of taxpayers when engaging with them. "Quality" has many dimensions in a taxpayer service context but typically refers to services that are comprehensive, accurate, tailored to the needs of different segments of taxpayers, easy to access and understand, and responsive to taxpayers' needs. International bodies consistently emphasize the importance of revenue bodies delivering high standards of service to improve levels of voluntary compliance by taxpayers and minimize their compliance burden, as set out in Box 6.1.

Historically, in many economies, revenue bodies have afforded the delivery of taxpayer services a relatively low level of priority, with enforcement and verification programs being regarded and used as the primary motivator for improving tax collection performance. However, as discussed in Chapter 3, new thinking and approaches to the management of tax compliance risks that have evolved over the past 2 decades or so have led to increasing recognition of the essential role that "service and education" efforts bring to the cause of improving overall levels of voluntary compliance.

Box 6.1: Good Revenue Body Practices to Deliver Services More Efficiently and Effectively

The Tax Administration Diagnostic Assessment Tool field guide draws attention to the following good practices in taxpayer service delivery:

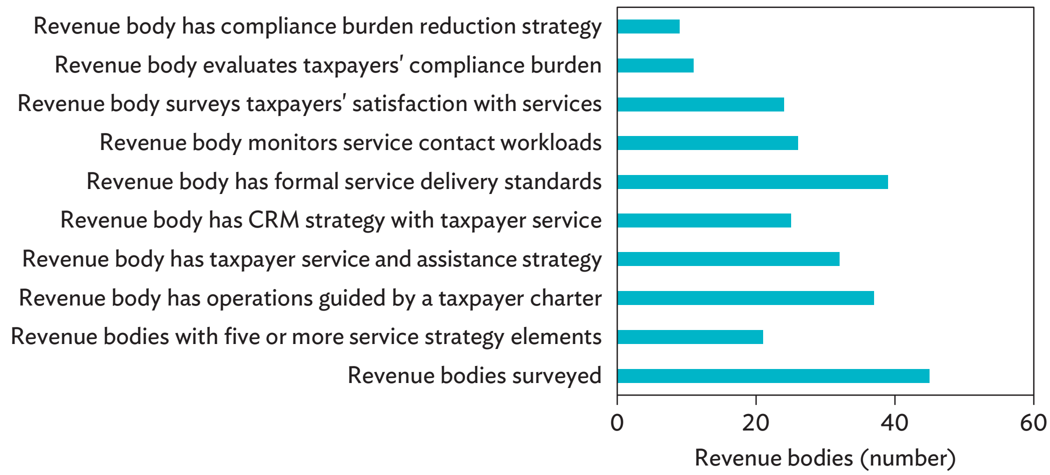
- Provide taxpayers with information through a variety of user-friendly products (e.g., guides, brochures, fact sheets, forms, web pages, frequently asked questions, practice notes, rulings and other written information, media articles, and oral information) and public education programs.
- Customize information to meet the specific needs of taxpayer segments, such as small traders and disadvantaged groups in society (e.g., citizens with literacy or language difficulties).
- Deliver cost-effective services through means convenient to taxpayers. Revenue bodies are adopting service delivery channel strategies (e.g., the internet) to eliminate or shift taxpayer service demand from costly to more cost-efficient service channels.
- Commit to service delivery standards (e.g., maximum wait times/response times) associated with taxpayer requests for information. These standards are often documented in a taxpayer charter.
- Regularly update information products to reflect changes in the law and administrative procedures and undertake initiatives to raise taxpayer awareness of the changes.
- Introduce measures to reduce compliance costs for taxpayers (e.g., simplified recordkeeping and reporting requirements for small businesses and prefilling of tax declarations).
- Monitor frequently asked questions and errors commonly made by taxpayers to help target and refine information products and services.
- Monitor taxpayer perceptions of service and seek taxpayer feedback on information products and services (such as web page content and layout, and forms design).

Source: Adapted from IMF. 2019. *TADAT: Tax Administration Diagnostic Assessment Tool Field Guide*.

ISORA 2023 sought a large amount of information on revenue bodies' policies, approaches, and initiatives for the delivery of tax services, ranging from aspects strategic in nature to a mix of operations-related data, including the nature of the service channels made available to taxpayers, associated service channel workloads, and specific tools and products.

At a strategic level, there appears to be a great opportunity for most revenue bodies to strengthen their management of taxpayer service delivery. As Figure 6.6 shows, many revenue bodies are yet to establish many of the foundational elements needed—in particular, a formal service strategy—to guide the design and delivery of a comprehensive taxpayer service program for their client taxpayers.

Figure 6.6: Strategy Elements for Delivery of Taxpayer Services, FY2022



CRM = compliance risk management, FY = fiscal year.
Source: ISORA 2023.

Reporting by revenue bodies on available service channels and work volumes continues to be lacking across many revenue bodies in Asia and the Pacific, suggesting a lack of awareness of, and respect for, the rationale and benefits of such data. Of the 45 participating revenue bodies, 19 report that they do not monitor the volumes or nature of service contacts (Appendix Table A.83 Part 1).

On a positive note, revenue bodies in several economies (e.g., Georgia; Hong Kong, China; and Japan) are known to actively monitor the services delivered to their taxpayers via the different service channels and to account for these activities in considerable detail in their annual performance reports. For further background, readers may wish to access published reports of these revenue bodies (Appendix Table A.1). For revenue bodies reporting data on their service contact channel usage, several trends are clearly apparent:

- Just over one-third of revenue bodies report using the digital channels to provide online access to taxpayer accounts and/or digital inquiry facilities (e.g., virtual assistants and chatbot applications); in the case of several revenue bodies (e.g., Georgia; Hong Kong, China; Nepal; and Singapore), these facilities are serving large numbers of clients (Appendix Table 60 Parts 1 and 2).
- The use of telephone service channels continues to be significant in around 40% of participating revenue bodies; however, experience was mixed in terms of workloads and their trend over FYs 2019–2022. Revenue bodies in Australia, the ROK, Malaysia, and New Zealand all report consistently declining volumes over the 4 fiscal years—suggesting greater use is being made of self-service digital products—while data from revenue bodies in the PRC and Georgia point to consistently increasing telephone inquiry workloads.
- While data on reported volumes of in-person visits to revenue bodies are relatively sparse, a general downwards trend is evident for several revenue bodies, including in Australia and Malaysia, where both revenue bodies have actively expanded and promoted their digital services over the past decade or so, as part of a broader strategy to enhance service delivery while reducing demand for costly in-person contacts. In comparison, and having regard to their respective citizen populations, reported volumes of in-person visits appear significant (and costly to administer) in Azerbaijan, Georgia, and Taipei,China.

- The use of email as a recognized channel of service delivery was reported by around 40% of revenue bodies in FY2022; only three revenue bodies (Hong Kong, China; New Zealand; and Singapore) report email service volumes on a scale that suggests this channel is playing a significant role in their respective service delivery strategies.

Tax Return Filing, Assessment, and Payment

The processing of tax returns and payments is one of the most basic and important functions that revenue bodies perform. These actions provide the foundational data elements that revenue bodies need to raise assessments, maintain accurate taxpayer accounts, monitor revenue collections, provide refunds of overpaid taxes, detect tax compliance risks, initiate timely enforcement action, and, ultimately, achieve government-budgeted revenue targets. To these ends, tax laws typically prescribe the due date(s) for the filing of tax returns for each tax, and revenue bodes are generally responsible for informing taxpayers of return filing requirements in precise terms: (i) when tax returns should be filed, (ii) who should file them, (iii) how taxpayers are able to complete their return filing obligations, and (iv) sanctions for noncompliance (e.g., interest/penalty).

Return Filing Workloads for the Major Taxes

Analysis of ISORA 2023 data on return filing volumes for the major taxes is hindered by the absence of multiyear data for quite a few economies and several unexplained and abnormally large movements in the volumes of returns received year on year between FY2020 and FY2022. Complicating the analysis is the suspected uneven impact of the COVID-19 pandemic across these fiscal years. Concerning data on return volume for FY2022, several useful observations can be made:

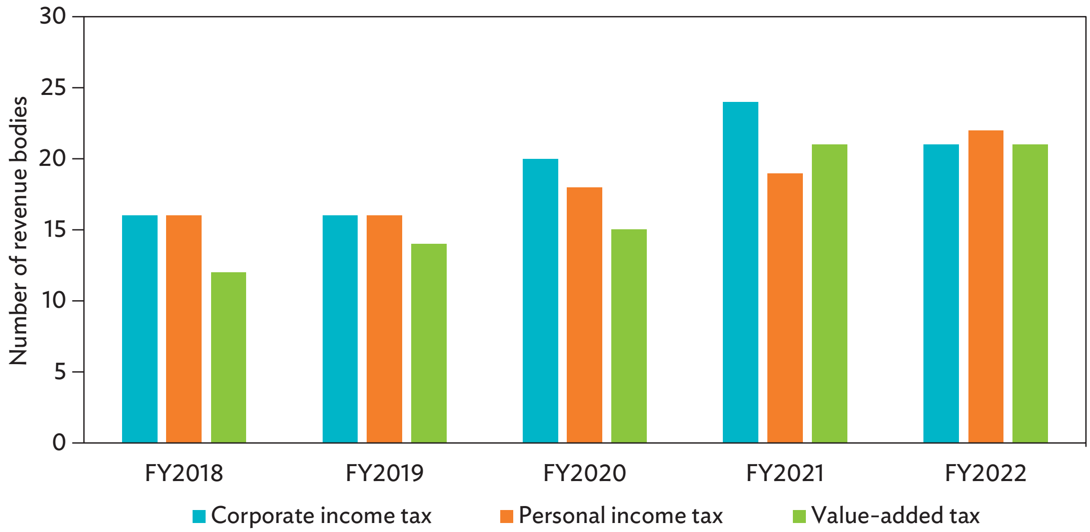
- For CITs, return filing performance is mixed across economies, with year-on-year growth in filing volumes observed in around two-thirds of revenue bodies, including at levels in excess of 20% in two economies (Palau +115% and Sri Lanka +169%). On the other hand, declines exceeding 20% are seen in Brunei Darussalam, Maldives, Mongolia, and Timor-Leste. In the case of Maldives, the revenue body advised that filing obligations were made more lenient in 2021 to ease the compliance obligations of businesses without a taxable income.
- For PITs, the data are more volatile across economies, with the computed year-on-year movement pointing to possible data integrity issues for some (e.g., Kazakhstan, Mongolia, and Solomon Islands).
- For VAT, return filing performance across economies administering the tax is mixed. Strong growth, in line with increased revenue collections, is observed in Armenia, Fiji, Georgia, Sri Lanka, and Uzbekistan.

Electronic Filing

Systems of electronic filing present significant benefits for both taxpayers and revenue bodies, providing increased accuracy of data capture and computations when preparing tax returns, quicker processing of returns by the revenue body, the potential for more timely refunds to taxpayers of overpaid taxes, and more systematic and timely risk assessment of taxpayers' returns. Multiyear ISORA data on the use by revenue bodies of electronic filing of tax returns for the major taxes are set out in Appendix Tables A.60 and A.61. Figure 6.7 presents the data in summary form, highlighting the numbers of revenue bodies where rates of take-up exceed 80% for returns received in FY2022.

At the level of individual revenue bodies, ISORA for FYs 2019–2022 highlight revenue bodies in several economies that have made very good levels of progress for one or more of the main taxes (Bhutan, the Cook Islands, the Kyrgyz Republic, Solomon Islands, Sri Lanka, and Thailand).

Figure 6.7: Revenue Bodies with Electronic Filing Uptake over 80%, FYs 2018–2022
(number by tax type)



FY =fiscal year.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Prefilling of Personal Income Tax Returns

A more advanced form of electronic tax return preparation is the concept of prefilled tax returns. Originating in Scandinavian economies in the early 2000s for the generation of PIT returns, prefilling has evolved significantly over the past 2 decades for income tax assessment purposes and, to a lesser extent, for VAT. For this series, prefilling is examined in the context of its use for PIT.

In brief, prefilling involves the preparation by revenue bodies of tax returns for taxpayers using income and other tax-related data obtained from a variety of third parties (e.g., employers, financial institutions, and public companies) and other data held by them. In its most advanced form, prefilling enables revenue bodies to prepare tax returns that contain all the data required to complete a formal assessment for some taxpayers. In such cases, and operating under the principles of taxpayer self-assessment, taxpayers receiving prefilled returns need only review the information contained in the return received and confirm its accuracy or, if needed, provide the additional information needed to produce an accurate assessment. Systems for prefilling tax returns are particularly attractive for revenue bodies where there is a progressive income tax system supported by a tax policy framework that enables the prediction of taxpayers' entitlements to relevant tax credits, rebates, and deductions, and where there are extensive third-party reporting obligations, use of a high-integrity taxpayer identifier for most taxpayers, and relatively large numbers of individuals required to file an annual tax return.

Tables 6.3 and 6.4 set out ISORA data on the types of income, deductions, and other data elements that are prefilled in taxpayers' returns, in addition to taxpayers' personal identity information. Significantly, revenue bodies in a few of the economies report (e.g., Mongolia; New Zealand; Singapore; and Taipei,China) having developed their prefilling capability to the point where all the data required to prepare a fully completed tax return are available for most taxpayers, resulting in a significant reduction in the time and effort required of them to finalize their tax returns.

Table 6.3: Income-Related Data Used for Prefilling Personal Income Tax Returns, FY2022

Economy	Income Data Categories Used for Prefilling Personal Income Tax Returns						% of Returns Prefilled	
	Wages/ Salaries	Pensions	Interest	Dividends	Gains/ Losses	Other	Fully	Partially
Australia	✓	✓	✓	✓	✓	✓		
PRC	✓	✓	X	X	X	✓		
Cook Islands	✓	X	✓	X	X	X		
Fiji	✓	X	✓	X	X	X		
Hong Kong, China	✓	✓	X	X	X	X		29
India	✓	✓	✓	✓	X	X		
Indonesia	✓	✓	✓	✓	✓	✓		
ROK	✓	✓	✓	✓	✓	✓		
Malaysia	✓	X	X	X	X	X		
Mongolia	✓	X	✓	✓	X	X		100
New Zealand	✓	✓	✓	✓	X	✓	69	...
Singapore	✓	✓	X	✓	X	✓	66	7
Taipei,China	✓	✓	✓	✓	X	✓		23
Tajikistan	✓	X	✓	✓	✓	✓		
Thailand	✓	✓	✓	X	✓	X		15
Uzbekistan	✓	X	X	✓	X	✓		

... = no data at cut-off date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, ROK = Republic of Korea.
Source: ISORA 2023.

Table 6.4: Other Data Used for Prefilling Personal Income Tax Returns, FY2022

Economy	Categories of Deductions Data Used in Prefilling Personal Income Tax Returns							
	Donations/ Gifts	School/ University Fees	Childcare Expenses	Insurance Premiums	Health/ Medical	Retirement Savings	Loan Interest	Other
Australia	X	X	X	✓	✓	✓	X	X
PRC	✓	✓	✓	✓	X	X	X	X
ROK	✓	✓	✓	✓	✓	✓	✓	✓
Singapore	✓	X	X	✓	X	✓	X	✓
Taipei,China	✓	✓	✓	✓	✓	X	✓	✓
Tajikistan	✓	✓	✓	✓	✓	✓	✓	✓
Thailand	✓	X	✓	X	X	✓	✓	X

... = no data at cut-off date, P = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, ROK = Republic of Korea.
Sources: ISORA 2023.

Timely Filing of Tax Returns

The timely filing of tax returns is one of the four basic obligations applying to all taxes (the others being registration, correct reporting, and timely payment of assessed taxes). Failure by taxpayers to file their returns on time can contribute to delays in the collection of revenues owing to government and may impede the efficient conduct of other government processes that rely on data in tax returns (e.g., for the collection of student loans). Accordingly, it is important for revenue bodies to achieve high levels of timely filing. Where large numbers of taxpayers fail to file returns as required, revenue bodies must divert scarce resources to follow-up actions that can prove costly and delay the collection of taxes.

To establish an incidence of timely filing for the major tax return types, ADB contrasts two objectively measured data elements reported in ISORA: (i) the number of returns filed on time, and (ii) the number of returns received in the fiscal year. This method of computation differs from that historically used in ISORA and for Tax Administration Diagnostic Assessment Tool (TADAT) purposes as it is considered to provide a more reliable measure of the incidence of on-time filing. Applied to annual data for the main taxes administered, the trend of on-time filing compliance can be gauged accurately and monitored over time.

ISORA data concerning the on-time filing of tax returns and computations for annual rates of on-time filing for the major tax types in FYs 2020–2022 are set out in Appendix Tables A.38 to A.40. These tables highlight a number of concerns that apply for all of the taxes concerned and that limit any comprehensive analysis of the incidence of on-time filing across surveyed revenue bodies:

- Across the three main taxes, between 30% and 40% of revenue bodies failed to report the data element "returns filed on time" for FY2022, preventing completion of the calculation and suggesting this aspect of compliance is not closely monitored.
- Several revenue bodies report identical return volumes for both "number of returns filed on time" and "total number of returns received" in FY2022, implying perfect levels of compliance; for this series, such computations are ignored as the data reported raise further doubts as to the monitoring performed in practice.
- Several revenue bodies report volumes of "returns filed on time" that exceed the "total number of returns filed," again pointing to data integrity issues.

Processing of Value-Added Tax Refund Claims

VAT systems feature prominently within the taxation landscape of economies in Asia and the Pacific, operating in 34 of the 45 economies surveyed in ISORA 2023, and for many raising a substantial proportion of government tax revenue (Appendix Table A.6). Most economies have adopted a VAT legislative framework where liability is based on application of the invoice–credit method on a transactional basis. The invoice–credit method is a transaction-based approach that requires sellers along the value chain to provide invoices to their buyers showing the amount of VAT paid on a given transaction. Buyers are then able to credit the tax paid as shown on such invoices against VAT that is collected on their own sales. For most businesses in an economy, there is a positive difference between the amounts collected on their sales and the amounts paid on their purchases in each liability period, resulting in a net amount of VAT payable to the revenue body when returns are filed. However, for some businesses, their circumstances can result in a situation where there is an excess of VAT credit (i.e., the total amount paid for purchases exceeds the amount collected on sales) for a liability period, and they become entitled to a refund of their excess VAT credits.[51]

---

[51] IMF. Tax Policy Assessment Framework database (accessed 31 March 2023).

The timely refund of excess VAT credits to taxpayers has been a problematic feature of VAT systems in many economies over the years. Weaknesses in the refund and risk detection mechanisms of revenue bodies, especially when accompanied by limited verification and enforcement capacity, result in conditions that are attractive to fraudsters, including from within criminal elements operating globally. Unless there are processes in place for the systematic and timely detection of fraudulent claims, there is a risk of significant revenue losses that may prove difficult to recover once a fraudulent claim has been detected. As a result, many revenue bodies have implemented policies that, while designed to reduce the incidence of fraudulent refunds, also restrict the timely refund of excess VAT credits to many legitimate refund claimants. Combating these risks and creating a more user-friendly VAT system has been challenging for many revenue bodies although there are some recent 'success stories,' as reported for Georgia's revenue body in the prior edition of this series.

ISORA 2023 sought limited information on revenue bodies' administrative policies for the processing of VAT refunds and VAT systems in general; relevant data can be found in Appendix Tables A.8 (Parts 1 and 2), A.65, and A.85. Table 6.5 provides a summary view of the administrative policies for processing approved VAT refunds and other relevant characteristics.

Table 6.5: Administrative Policy for Value-Added Tax Refunds Across Asia and the Pacific, FY2022

Administrative Policy Options for Processing Approved VAT Refunds	Revenue Bodies (no.)		VAT Refunds/ Gross VAT Revenues (%)		Average Corruption Perceptions Index FY2023
	Using This Policy Option	Mandating E-Invoicing Mechanism	FY2021	FY2022	
Refunds are paid out automatically (or offset against tax debts) immediately, or within a short time frame	12	5	27.3	27.2	57
As in option A, refund is paid, subject to available funds	2	2	19.7	15.1	41
Refunds are credited to taxpayer's account, until such a time as taxpayer may legally request a refund	18	9	9.5	9.8	35
As in option C, refund is paid, subject to available funds	2	2	15.0	...	28

... = no data at cut-off date, FY = fiscal year, VAT = value-added tax.
Sources: ISORA 2022, ISORA 2023.

Table 6.5 shows that over half of surveyed revenue bodies administer their VAT systems with a restrictive form of refund policy (i.e., option C or option D) that is designed primarily to protect the revenue from fraudsters and other practices that result in illegitimate refunds. The reporting also reveals examples of revenue bodies that are able to administer a more business-friendly/traditional approach (i.e., option A or option B), even though, for some, this entails a level of refunds that exceeded 30% of gross VAT revenue collections in FY2022 (e.g., Australia 52%, Georgia and New Zealand 31%, and Singapore 47%). Studies show that revenue bodies in these situations will typically have established robust risk detection methods and well-designed deterrent strategies, supported by dedicated resources to systematically examine "at-risk" claims for VAT refund as they arise.

Tax Payment Processes

Electronic Payments

The payment of taxes constitutes one of the most common forms of interaction between taxpayers and revenue bodies. This is especially the case for businesses, which are often required to make regular payments of taxes to revenue bodies for a range of taxes (e.g., wage withholdings, VAT, and income tax advance payments). Over many decades, and in collaboration with financial institutions and the banking sector at large, it has become common practice for revenue bodies to provide taxpayers with access to a broad range of payment methods, including (i) direct debiting, (ii) direct crediting, (iii) internet banking, (iv) phone banking, (v) payments via credit card and automated teller machine devices, and (vi) payments made at convenience stores and other agents (e.g., banks). In some economies, the use of electronic payment methods is mandated for all or most taxpayers. As a consequence of the emergence of so many payment methods, revenue bodies in some economies are known to have streamlined their internal operations by no longer providing onsite services for taxpayers to make in-person payments.

The ISORA methodology uses a broad definition to what constitutes an “electronic payment,” encompassing at the aggregate level categories (i) to (vi) of the payment methods identified in the preceding paragraph, and also an indication of whether the use of electronic payments is mandated for most taxpayers. Data gathered on the proportion of payments received (in numerical and value terms) for FY2019 and FY2022 are set out in Appendix Table A.64., while Appendix Table A.78 reports on the mandatory use of electronic payment methods.

For FY2022, around two-thirds of revenue bodies appear to have tracked the usage of electronic payments and, for most of these revenue bodies, the bulk of payment transactions were processed using “electronic methods.” At the aggregate level, there appears to be a trend of increased reporting by revenue bodies and rising use of electronic payments; however, is not possible to make more detailed observations in the absence of data on the precise payment methods being used in practice. From the data summarized in Table 6.6, it can be seen that there was a steady increase over the 4 years up to FY2022 in both the numbers and the value of payments reported as “electronic.” Only around one-third of revenue bodies report having mandatory electronic payment methods in FY2022; these are largely concentrated among economies in the regions of Central and West Asia, and South Asia.

Table 6.6: Uptake of Electronic Payment Methods, FYs 2019–2022

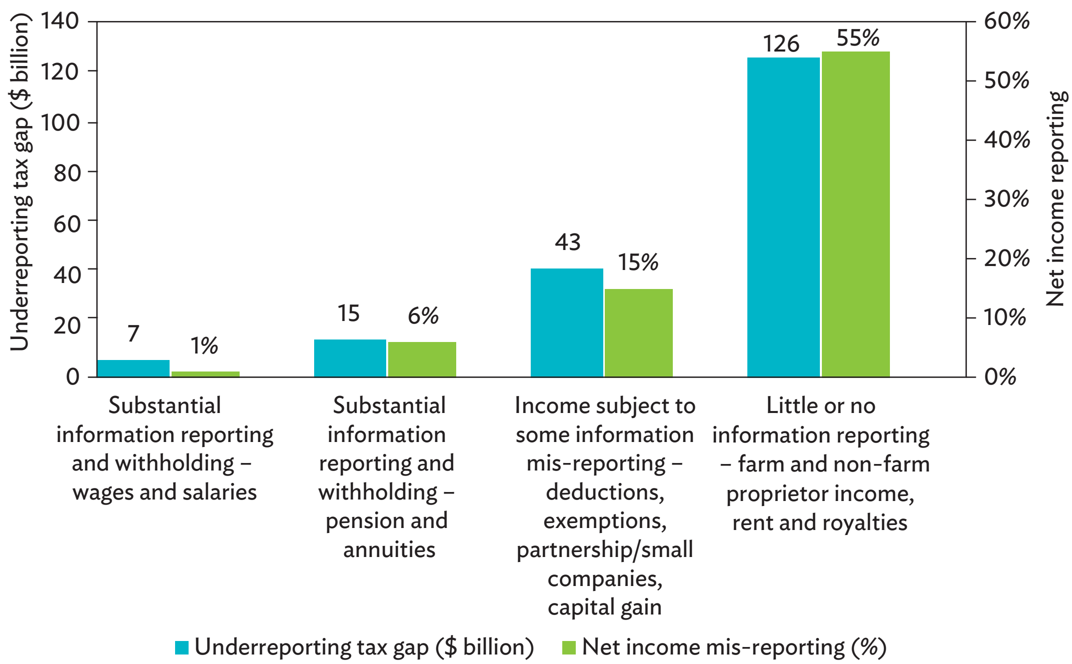
	Number of Revenue Bodies			
Measure	FY2019	FY2020	FY2021	FY2022
Revenue bodies with over 80% of payment volume received electronically	10	14	16	19
Revenue bodies with over 80% of payment value received electronically	11	15	15	16

FY = fiscal year.
Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Post-Filing Verification Activities

Revenue bodies are increasingly looking to shift their interventions upstream, focusing on preventative approaches intended to limit the opportunities for taxpayers to make errors or deliberate omissions when filing their tax returns. A long-standing approach, which has proved particularly powerful in influencing reporting compliance, is sometimes referred to as "visibility."[52] Figure 6.8 illustrates the impact of varying levels of visibility on both the underreporting tax gap and the percentage of income that is misreported within various categories of individual income. Low levels of visibility have a material impact on reporting compliance, with around 55% of income in the least visible category being misreported. Reporting compliance is much higher when the income is subject to both withholding and reporting (around 1% net misreporting percentage) and is also materially better even when only subject to reporting (around 6% net misreporting percentage). Reporting and payment approaches are simple to implement, although legislative support may be required, and governments are strongly encouraged to consider opportunities to strengthen withholding and third-party reporting systems.

Figure 6.8: Effect of Information Reporting on Individual Income Tax Reporting Compliance, FY2014–2016



Source: UnitedStatesInternal Revenue Service. 2022. Federal Tax Compliance Research: Tax Gap Estimates for Tax Years 2014-16.

The Legal Framework for Post-Filing Interventions

When preventative interventions fail, revenue bodies must turn to a range of corrective interventions. Verification and audit can be sensitive areas of tax administration. An adequate legal framework is therefore needed to ensure these activities are effective, are carried out with integrity by revenue bodies, and do not infringe on taxpayers' rights, which must be properly protected. The key elements of such a legal framework as it relates to the verification and audit function have been described by the OECD in a guidance note and are summarized in Box 6.2.

52 The term "visibility" is used to describe the extent to which the income or deductions are subject to third-party reporting and withholding.

Box 6.2: Good Practice Features of a Legal Framework for Verification and Audit

- Specify taxpayers' recordkeeping obligations:
  - legal requirements for keeping and producing records;
  - recordkeeping standards, format, and language;
  - retention periods;
  - electronic recordkeeping;
  - additional requirements for value-added tax regarding rates and classifications; and
  - simplified accounting rules for smaller businesses.
- Give tax officials access to taxpayers' books and records, including:
  - availability of taxpayer information on request, in the required form, and within the specified time frame;
  - full and free access to premises for the purpose of inspecting records;
  - ability to access information held abroad; and
  - ability to seize or make copies of records.
- Give tax officials access to third-party information sources.
- Ensure international treaties or other agreements (e.g., tax information exchange agreements) with partner economies contain provisions for obtaining information about taxpayers' tax affairs.
- Empower revenue bodies to amend returns, usually subject to time limits, except where fraud or evasion is involved.
- Provide sanctions for noncompliance.

Source: OECD. 2006. Strengthening Tax Audit Capabilities: General Principles and Approaches. Information Note. Forum on Tax Administration.

Recordkeeping and Access to Information

Effective risk-based case selection, verification, and audit requires a revenue body to have an appropriate set of legal powers of access to information held by the taxpayer and other parties. Information provided in tax returns cannot be properly verified and liabilities confirmed without such powers. For these powers to be effective, access to bulk data as well as an appropriate suite of sanctions is needed, to punish and deter noncompliance.

The Power to Amend

Verification and audit activities vary in type and scope for a range of reasons. In addition to the administrative factors that may determine the audit approach (such as the nature of the tax, the resources available, and the level of automation and information sharing), the system of tax assessment in place influences the choice of audit approach to a great degree. There are two main systems of assessment: administrative assessment and self-assessment. Administrative assessment is employed to varying degrees for income taxes, while self-assessment is widely used for VAT/GST.

Administrative assessment systems generally require a degree of technical scrutiny (assessment) of all tax returns by the revenue body before an assessment is issued. This process has traditionally been a manual activity conducted by revenue body staff, but in economies still employing this approach it is now becoming increasingly automated to screen and risk-rate files for closer examination. Examinations vary in intensity depending on the risk rating, ranging from no or cursory examination to more in-depth examination and possible further inquiries with taxpayers before the assessment is issued.

In many economies operating under an administrative assessment system, post-assessment audits may not be allowed unless fraud or evasion is involved. In some economies operating an administrative assessment system, a post-assessment audit is still permitted, but often the period within which such action can be initiated is limited, compared with the period allowed for a full self-assessment regime (again with a common exception where fraud or evasion is involved).

In a self-assessment system, returns are generally accepted as filed but may be rejected where the tax return is incomplete or contains arithmetic errors. Further pre-assessment screening may be conducted to detect returns with hallmarks of potential fraud, especially where a refund could ensue. A formal assessment notice may or may not be issued by the revenue body; such notice is more common for income taxes than for VAT. Verification and audit are almost exclusively conducted post-assessment, except for potentially fraudulent or erroneous refunds. Most revenue bodies use risk-based case selection techniques, often supplemented by manual screening. The screening may be automated, with large-scale matching programs, particularly in relation to employment income, interest, and dividends. Increasingly, revenue bodies are prefilling tax returns with these items to prevent or reduce the need for post-assessment correction of omissions.

More than half of OECD and non-OECD economies reported that a self-assessment system was used for individual and company income tax returns, and that most returns filed were processed as received, with limited or no checking (footnote 25).

Providing Sanctions

Revenue bodies require powers and sanctions within a legal framework, to support the day-to-day activities of tax administration. To enforce taxpayer obligations effectively, they must have an appropriate regime of sanctions to deal with the various elements of noncompliance and offenses. If revenue bodies cannot impose appropriate sanctions and are unable to remit or reduce sanctions where warranted by the taxpayer's circumstances, then it will be very difficult for them to support and enforce taxpayer obligations to participate correctly in the tax system. In practice, this legal framework may be set out separately in laws governing each tax administered or, preferably, for ease of legislative maintenance and reference, in a single comprehensive law on tax administration with a common set of provisions for all taxes.

Tax Crime Investigations

In investigating tax crimes, the principle of developing and applying graduated treatment strategies is particularly relevant. According to the OECD,[53] strategies for combating tax crime should include (i) preventative activities, including education; (ii) well-designed detection models, supported by good data sources and data management; (iii) correction activities, including investigation and prosecution of offenses; and (iv) recovery of the proceeds of tax and other financial crime.

Typically, these approaches involve cooperation across several government agencies, including revenue bodies (tax and customs), anti-money laundering agencies, financial intelligence units, the police, and prosecutors. There is no single preferred approach, with revenue bodies operating within the broader framework of criminal law within each jurisdiction.

Appendix Table A.87 outlines the systems for using third-party data, and Appendix Table A.48 details verification actions used by reporting revenue bodies. As discussed in Chapter 3, some key points relevant to verification and audit include:

[53] OECD. 2017b. *Effective Inter-Agency Co-operation in Fighting Tax Crimes and Other Financial Crimes.* Third Edition.

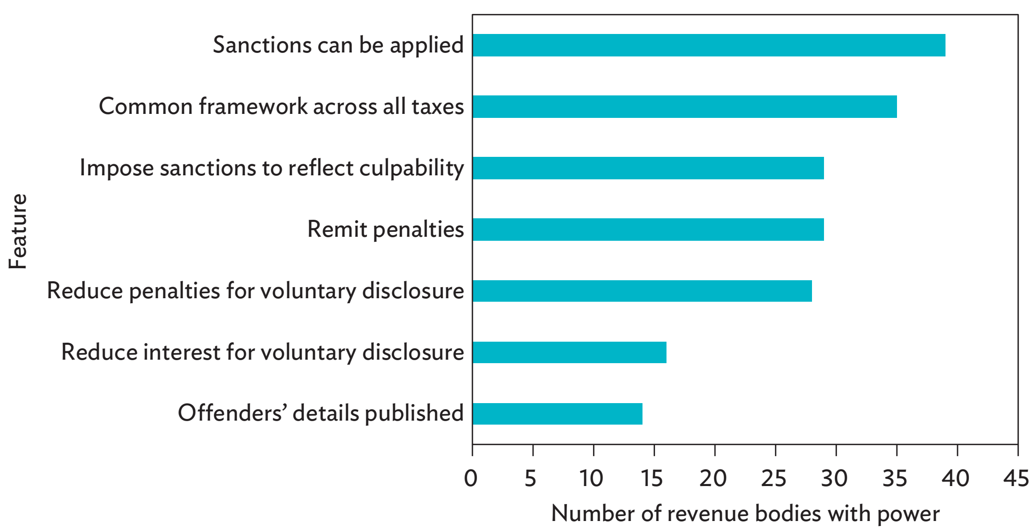
- Around half of the reporting economies have extremely limited data options to effectively support a risk-based approach to audit and verification.
- Less than half of the economies surveyed conduct systematic checks on third-party data quality.
- All revenue bodies report some verification and correction activity, confirming that legislative powers of examination and amendment are available.

Providing Sanctions

Figure 6.9 and Appendix Table A.81 provide an overview of some common features of administrative sanctions in place in Asia and the Pacific. The key observations are as follows:

- Most revenue bodies have the power to impose sanctions for nondisclosure. Brunei Darussalam, Kazakhstan, the ROK, the Kyrgyz Republic, Pakistan, Niue, and Thailand all report limited powers to impose sanctions. Without this power, conducting any effective audit activity is very difficult.
- The sanctions for nondisclosure that are available to most revenue bodies commonly allow for the degree of culpability to be considered. Serious omissions may also be subject to criminal investigation and prosecution under criminal laws. As discussed in Chapter 4, having the ability to apply sanctions that reflect levels of culpability and the seriousness of the behavior helps promote a sense of fairness in the tax system.

Figure 6.9: Common Features of Penalty Frameworks of Revenue Bodies

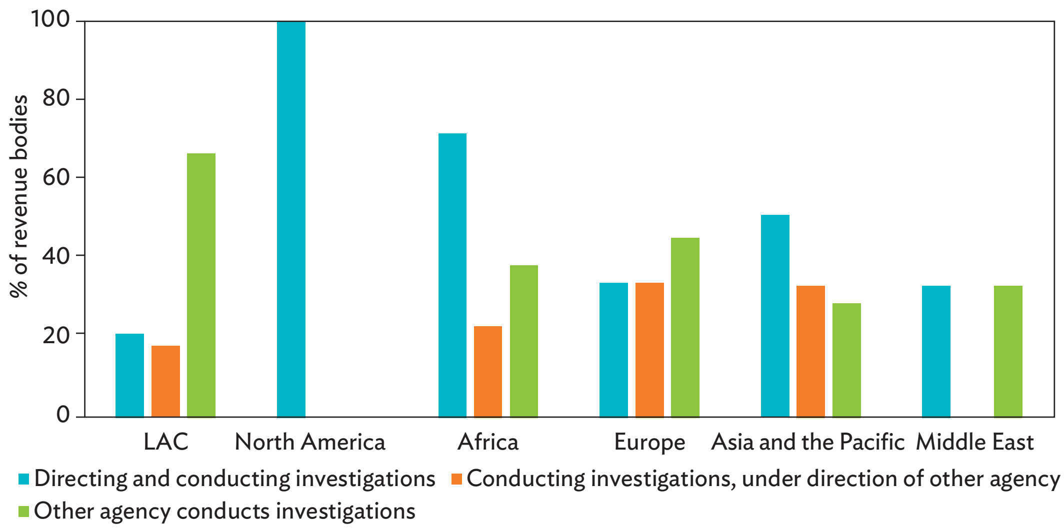


Source: ISORA 2023.

Role of Other Agencies in Tax Crime Investigations

ISORA data indicate that around 25% of revenue bodies have no responsibility for directing and conducting tax crime investigations (Appendix Table A.72 and Figure 6.10). For these economies, responsibility for both initiating and conducting such investigations rests with another agency, for example the police or the public prosecutor's office. Economies in this category are Fiji; Georgia; Kazakhstan; the Kyrgyz Republic; Mongolia; Nauru; Nepal; Taipei,China; Tajikistan; Uzbekistan; and Viet Nam.

Figure 6.10: Responsibilities of Revenue Bodies for Tax Crime Administration (all ISORA), FY2022



FY = fiscal year, ISORA = International Survey on Revenue Administration, LAC = Latin America and the Caribbean.
Source: ISORA 2023.

Administrative Features of Post-Filing Interventions

Guidance for achieving effective verification programs typically draws attention to a range of desirable strategies and approaches, described briefly in Box 6.3.

In the post-filing environment, revenue bodies typically conduct many activities to verify taxpayers' compliance with laws. The primary one is most often described by the term "audit." In ISORA, the term "audit" refers to "examinations of taxpayer financial records and dealings to verify amounts reported in tax declarations." Audit types vary in nature, scope, and intensity. They include, for example, comprehensive (multiple tax and multiple year) audits, single-issue audits, desk audits, inspections of books and records, examination of VAT refund claims, and in-depth investigations of suspected tax fraud. The term "verification" is broader, including all steps commonly undertaken by revenue bodies to check taxpayers have accurately reported tax liabilities. However, it does not include revenue body activities to secure the filing of outstanding tax returns and the associated amounts of tax.[54]

[54] Guidance on definitions of terms have been sourced from the ISORA 2023 instrument.

Box 6.3: Good Practices in the Design and Operation of Verification Programs

- Design and implement a program of verification activities with the objective of maximizing its impact across the broader taxpayer population. Programs of this kind, which are aimed at improving the accuracy of reporting across the board, focus on the highest compliance risks.
- Support audit operations with (i) a robust and comprehensive automated case management system; (ii) centralized audit case selection using analytics to select the highest-risk cases within a target population of taxpayers; (iii) computer-assisted audit tools that enable the extraction, analysis, and cross-checking of the large volume of data from taxpayers' accounting systems; and (iv) a uniform set of administrative penalties across all taxes for inaccurate reporting and judicial penalties for tax offenses, such as falsification of tax records.
- Build capacity for the systematic cross-checking of third-party information (e.g., from banks, stock exchanges, and government agencies) against amounts reported in tax declarations.
- Adopt cooperative compliance approaches to managing the risks of inaccurate reporting.
- Develop benchmark economic performance parameters for key industries, business activities, professions, and occupations to identify taxpayers who file out-of-pattern tax declarations.
- Monitor the overall level of correct reporting through various methods, such as (i) tax gap analysis, (ii) advanced analytics using large datasets to determine the likelihood of full and accurate disclosure of income by taxpayers, and (iii) surveys monitoring taxpayer attitudes toward the accurate reporting of income.

Source: Adapted from IMF. 2019. *TADAT: Tax Administration Diagnostic Assessment Tool Field Guide.*

Across revenue bodies, audit activities vary in their scope and intensity, and indeed in the precise nature of actions officials take that are deemed to constitute audit and verification. Revenue bodies also conduct various other activities (e.g., phone inquiries, computer-based matching and mathematical checks, and inspections of books and records) that are intended to check the accuracy of reported liabilities and can result in changes, either initiated by the taxpayer or by the revenue body. According to ISORA, a risk review may be used "before an audit is initiated to help establish if there are in fact any compliance issues that warrant in-depth analysis." Risk reviews typically have limited scope and often use information already available to the revenue body, although they may also include a request to the taxpayer to provide further information. A risk review may be used to prompt a voluntary disclosure, or an audit, or may result in no further action.

Post-filing interventions are typically the most expensive and the least successful in shifting voluntary compliance levels. No doubt, where taxpayers perceive an exceedingly high likelihood of detection (high visibility), reporting compliance is improved. However, in the absence of a strong third-party reporting and withholding regime, an approach based largely on post-filing correction and the deterrence effect of the audit adjustments and penalties is unlikely to have significant ongoing behavioral impacts.

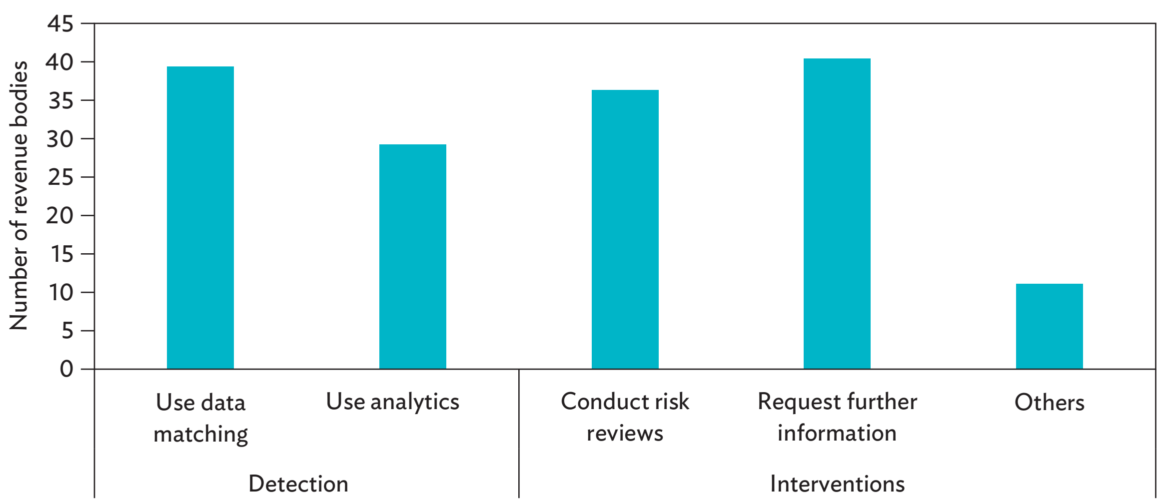
Post-Filing Interventions in Asia and the Pacific

ISORA 2023 sought an array of information on revenue bodies' verification (including audit) activities: (i) types of post filing interventions used after the file is submitted but before an audit commences (Appendix Table A.47) and verification actions used by type (Appendix Table A.48), (ii) processes and criteria for initiating audit interventions (Appendix Table A.80), (iii) staff resource allocations (measured in full-time equivalents [FTEs]) devoted to audit and verification work (Appendix Tables A.9–A.12), and (iv) data on the volumes of completed verification actions and the value of taxes and penalties arising from amended assessments (in aggregate and for each of the major taxes: Appendix Tables A.69–A.72).

Types of Post-Filing Interventions

Figure 6.11 outlines the post-filing interventions made by revenue bodies in Asia and the Pacific when reviewing returns prior to commencement of audit. Observations include that most revenue bodies implement some interventions prior to auditing; and traditional data matching is more widely used than analytics in the detection of cases requiring follow-up.

Figure 6.11: Interventions Made After Return Filing but Before Audit Action, FY2022

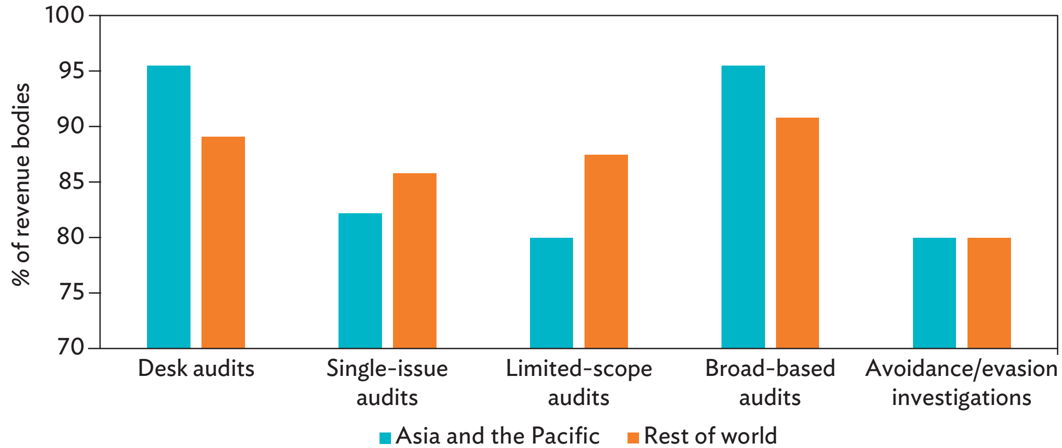


FY = fiscal year.
Source: ISORA 2023.

Figure 6.12 compares post-filing audit verification actions undertaken in Asia and the Pacific with those reported by revenue bodies in the rest of the world. It shows that desk audits and broad-based audits are more widely used in Asia and the Pacific, with underuse of single-issue and limited-scope audits.

These two observations, when considered together, suggest that more expensive corrective interventions are favored, and lower-cost interventions are underutilized when compared with global patterns. This should raise some concerns at a regional level.

Figure 6.12: Audit Verification of Actions Undertaken, FY2022



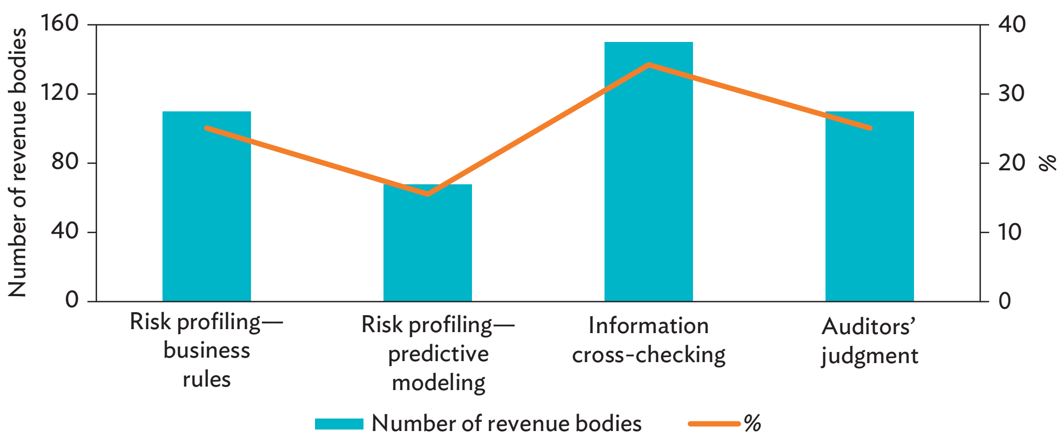
FY = fiscal year.
Source: ISORA 2023.

Processes and Criteria for Initiating Audit Interventions

Figure 6.13 summarizes the approaches used in Asia and the Pacific when selecting cases for audit interventions and raises several matters for consideration:

- Traditional information cross-checking is the most prevalent method used for case selection in the Asia and Pacific region.
- The continued high rate of the use of auditor judgment as a case selection tool is concerning as it introduces opportunities for both bias and rent seeking.

Figure 6.13: Selection of Cases for Audit (Asia and the Pacific), FY2022



FY = fiscal year.
Source: ISORA 2023.

Staff Resource Allocations for Audit and Verification Activities in FY2022

At the aggregate level, the allocations for verification activities—measured in terms of FTE usage as a proportion of overall staff FTEs for tax administration—were in line with historical data, averaging 26%. That said, there was significant variability in the share of resources allocated to verification work across participating revenue bodies, ranging from 6% in Tajikistan to over 60% in Taipei,China. Ten revenue bodies report allocations below 20%. While there is no formulaic approach to determine an optimal allocation for key functions such as verification, and circumstances will vary from economy to economy, allocations below 20% are unlikely to be sufficient to support a balanced and effective program of verification activities across all taxes administered. Extremely high allocations may be indicative of an underdeveloped approach to risk differentiation and a limited array of compliance interventions.

Verification Outputs

For some revenue bodies, there were many gaps in the reporting, which limited the scope for comprehensive analysis of verification outputs across the region. Observations include:

- Strike rates (cases where adjustments are made) were hugely variable, with seven revenue bodies reporting less than 50% (three less than 10%) while 12 reported close or equal to 100%.
- There is considerable variability in the value of adjustments as a share of total tax collections. Eight revenue bodies reported values of less than 1%, with five revenue bodies reporting over 10%.
- Data reported on the additional taxes and penalties levied on assessment following verification actions indicate that over half of the revenue bodies providing details of the value of adjustments experienced overall reductions in FY2022 compared with FY2021.

Tax Debt Collection—Enforcement Powers

From the limited data available on case volumes in FY2022 and in prior fiscal years, there are indications that numbers of prosecution referrals declined for a fair number of revenue bodies in FY2020 and FY2021, with most remaining steady or increasing in 2022 as temporary internal working arrangements associated with the COVID-19 pandemic were lifted. Some revenue bodies are known to actively promote and publicize their strategy and activities for pursuing prosecutions of the more serious cases of noncompliance detected from their compliance programs, and this approach is believed to provide broader support for voluntary compliance levels.

Enforced Debt Collection

Governments around the world have a common goal: to establish tax regimes that provide reliable and consistent revenue flow, while keeping compliance costs, both for the revenue body and for taxpayers, to a minimum. Consistent with the approach adopted by revenue bodies to prevent underreporting, economies are increasingly focusing on preventative approaches to limit tax debts. As the OECD has observed:[55]

> *The more tax administrations succeed in making taxpayers pay as they earn, the smaller the debt book will be. Tax administrators need to make tax payment part of the normal system of doing business and as close to the event creating the liability as possible, to eliminate or reduce the risk of non or late payment.*

[55] OECD. 2014a. *Working Smarter in Tax Debt Management*.

The Legal Framework for Enforced Debt Collection

An important category of enforcement action undertaken by revenue bodies is debt collection. Typically, a debt arises when a tax, duty, or charge is assessed or posted to a taxpayer's account. The debt goes into arrears if it is not paid by the due date (or within a specified period after the due date). Tax laws typically require and authorize the responsible revenue body to collect the debt unless the arrears are uncollectible. An uncollectible debt may either be one whose recovery is considered uneconomic or one that is not legally collectible (e.g., because the debtor is insolvent, or the debt is statute-barred). Disputed debts may be collectible, or collection may be suspended pending the resolution of the dispute. In some economies, a dispute may not be accepted unless payment is made (in part or in full).

Collection Powers

Powers of collection may be sourced from the various tax acts or a separate tax administration act. For simplicity and consistency, a separate tax administration act is the preferred approach, as it facilitates amendments and helps maintain the consistency of approaches across the taxes administered. In addition to powers specified in tax acts, most revenue bodies can also make use of the general debt collection provisions available to all creditors under the economy's broad legal framework. A typical legal framework for tax debt collection will include some or all the following powers:

Broad powers:

- granting time extensions for payment or formulate installment arrangements;
- using tax credits to reduce tax debts;
- collecting through third parties (such as garnishees of bank accounts or salary and wages);
- freezing or seizing and selling assets (using tax power or general legal recovery power);
- initiating bankruptcy or liquidation proceedings (using tax power or general legal recovery power);
- restricting overseas travel; and
- imposing and, where appropriate, remitting penalties and interest for late payment.

Other powers:

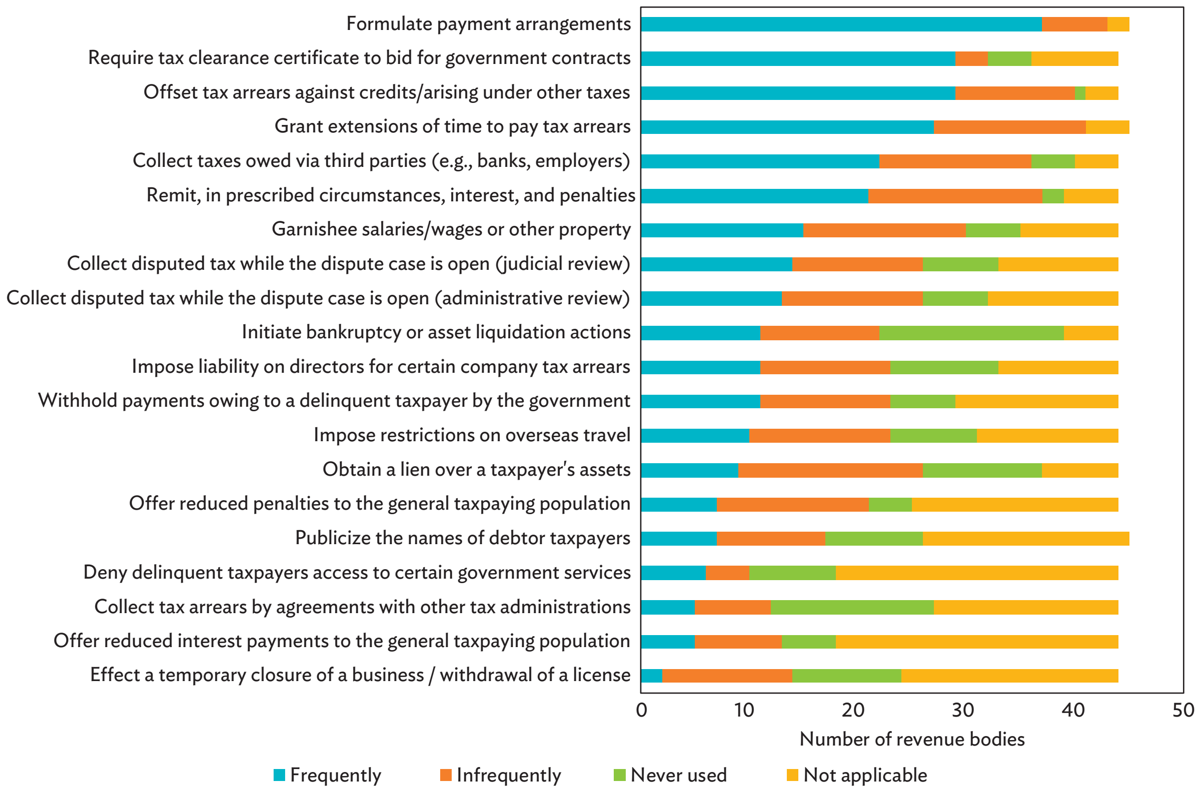
- closing down a business or withdrawing a license to operate;
- banning participation in government-issued contracts; and
- withholding government services.

Data reported by revenue bodies on the use of debt collection powers are set out in Figure 6.14 and Appendix Table A.78 Parts 1–3. The key points are as follows:

- The most commonly available and used debt collection powers in Asia and the Pacific are formulating payment arrangements, requiring tax clearances for government contract bidding, offsetting credits against debts, granting extensions of time for payment, and collecting via third parties (Figure 6.14).
- The least frequently used or least available powers include offering reduced interest, shutting down businesses, and denying access to government services. The infrequent use of these powers is not surprising, given their limited application. Interest is rarely reduced (although it may be in exceptional cases), as it represents the time value of money. The closure of a business and the denial of services are harsh sanctions, which would usually be reserved for use in very serious cases.

- The power to remit penalties and interest, although widely available, is not widely used. Over half of the revenue bodies having this power use it infrequently or not at all. Revenue bodies should consider how they can use this power more, to encourage voluntary compliance with payment arrangements or to recognize a good compliance record.

Figure 6.14: Availability and Use of Debt Collection Powers



Source: ISORA 2023.

The Administrative Framework for Enforced Debt Collection

Tax laws typically prescribe the due date(s) and basis of computation for taxes to be paid, and revenue bodies are responsible for stating the payment requirements in precise terms: (i) when the taxes should be paid, (ii) who should pay them, and (iii) how payments can be made. To encourage on-time payment of taxes, tax laws provide for an interest sanction for late payment and, in some cases, a penalty. Given the importance of meeting government revenue targets, revenue bodies must also have effective processes for the timely follow-up and collection of tax debts.

In 2022, ADB released a governance brief on tax debt management, which outlines a range of focus areas and actions for strengthening the debt management function in revenue administrations. The brief encourages revenue bodies to adopt a risk-based approach to debt management that uses data science and behavioral insights to optimize payment compliance and revenue collection. These observations are detailed in Table 6.7 (footnote 42).

Table 6.7: Strengthening the Debt Management Function in Revenue Administration

Focus Area	Recommended Feature
Governance and Oversight	• A **debt management strategy,** to provide long-term direction, defines performance indicators, and aligns with overall government strategy • A focus on the four phases of collection • Risk-based approaches to prioritization based on: – Debt factors (size, age, tax type, source of debt) – Taxpayer factors (compliance history, solvency, responsiveness) • A comprehensive and automated Debt Management Information System and case management system for case allocation, management, and monitoring
Legal Framework	• **Collection systems,** such as withholding tax at source, provisional taxes, and reporting systems, to prevent debts • A comprehensive set of legal **collection powers,** sourced in a tax administration act and/or general law. Optimal use of these powers for collection, enforcement, and to reinforce voluntary compliance
Resources	• Effective debt management operates within a **well-resourced revenue body** • Overall resources around 25% of the economy's labor force is optimal • Debt management resources of 8%–10% of revenue body total full-time equivalents
Specialization and Work Streaming	• **Stream work** based on: – Actions required – Four phases of collection (pre-due date, initial collection, enforced collection, write-off) – Specialists/teams skilled in the required actions—such as outbound calls, asset seizures and garnishee, legal recovery, complex legal recovery, international recovery – Debt management established as a professional discipline with a capability framework, with specialist recruitment, professional development, and training for staff
Write-off Powers	• Maintenance of a collectable **debt inventory** – Implementation of a contemporary write-off legal framework, policy and procedures – Management and routine write-off of uncollectable debt
Information Technology System	• Access to a comprehensive **debt management information technology** subsystem that provides support for – Individual case management – Use of risk-based approaches – Streaming of case work and enabling next best action approaches, and information for line and senior managers to effectively oversee the function
Data Management	• Centralized single **consolidated debt management dataset** with established data standards and regular cleansing • Integration of debt management systems into broader revenue administration system, including access to a range of data held by revenue administration to support collection
Enhancing Tools and Techniques	• **Culture of continuous improvement,** keeping pace with international developments and effectively exploiting new and emerging tools and technologies to improve debt management approaches • Use of data science and behavioral science techniques to increase personalization of communications and provide guidance on appropriate collection actions

Source: A. Chooi. 2023. Mobilizing Revenue: Emerging Approaches to Managing and Collecting Tax Debt to Improve Tax Payment Compliance. *Governance Brief*. Issue No. 49. ADB.

Revenue bodies reported a variety of information about aspects of their strategies for collecting taxes, including tax debts requiring enforcement action (Appendix Tables A.65, A.66, A.68 Parts 1 and 2, and A.78 Parts 1–3). The key observations are summarized below:

Use of Powers by Revenue Bodies

- As might be expected, extensions of time to pay, payment arrangements, and the offsetting of credits against tax debts are widely used by almost all revenue bodies with these powers. Only one revenue body (Tajikistan) reported not having the power to offset credits against tax debts.
- The ability to offer reduced interest and remit penalties and interest allows revenue bodies to encourage compliance with payment arrangements and differentiate more effectively between taxpayers with a good compliance history and repeat offenders. The fact that some revenue bodies with at least some of these powers never use them is surprising.

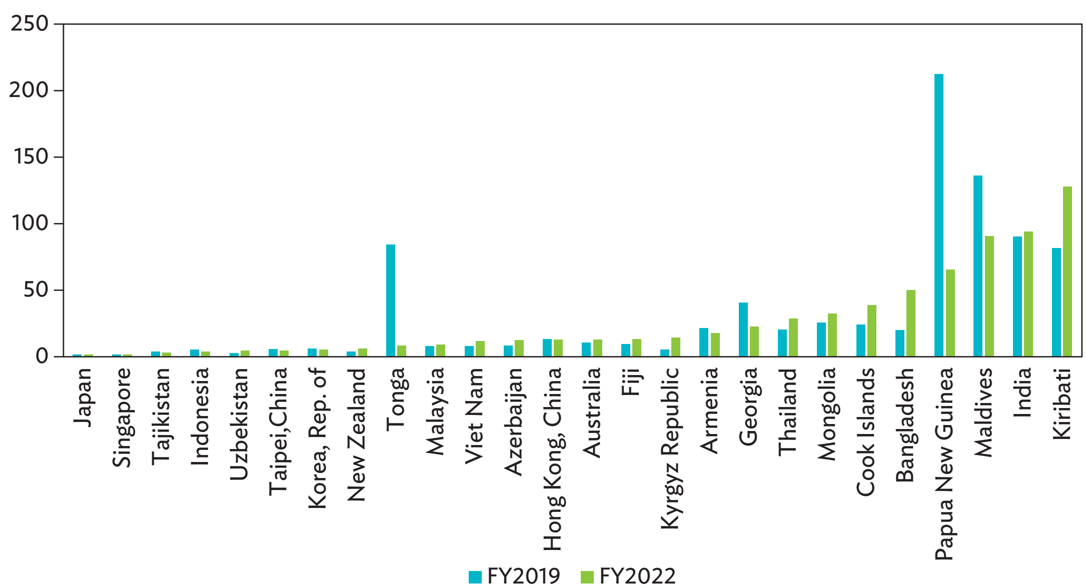
Staff Resources for Debt Collection

Data provided on the allocation of staff resources across the main tax administration functions are reported in Chapter 2 and display considerable variation across revenue bodies. For debt collection, the proportion of staff resources allocated by revenue bodies in 2022 ranged from 1.3% in Australia to 47% in Mongolia. While no single benchmark applies to all revenue bodies, allocations below 5% would generally be deemed unusually low. Five revenue bodies fall into this category—Australia, Indonesia, Sri Lanka, Thailand, and Timor-Leste.

Enforced Debt Collection Performance

- While most revenue bodies were able to report aggregate tax debt data, there were many gaps in data concerning the composition of the debt inventory, suggesting major limitations in systems for debt collection and recovery case management.
- Across the 25 revenue bodies that reported tax debt data for both FY2019 and FY2022, there are enormous variations in the incidence of year-end aggregate debt as a proportion of net tax collections (Figure 6.15). The ratio of total year-end debt to annual net tax collections—used internationally as a measure of payment compliance and collection effectiveness—ranged from around 1% to over 200% in 2022.
- Most bodies have reported marked drops in year-end debt levels for FY2019 and compared with FY2022 as their economies recover from pandemic-related shocks. Five revenue bodies report increased debt and four report a steady state.

Figure 6.15: Year-End Debt as a Proportion of Net Tax Collections, FYs 2019 and 2022



FY = fiscal year, FSM = Federated States of Micronesia.

Note: Figure excludes economies that did not report tax debt data for FY2022.

Sources: ISORA 2023, ISORA 2020.

- Two revenue bodies (in Japan and Uzbekistan) report exceptionally low debt ratios (less than 5% of annual net revenue collections for both 2019 and 2022). Revenue bodies that report a very high ratios are India, Maldives, and Sri Lanka. In the case of Maldives, the revenue body reports that the increase in arrears is largely attributable to government leniency during the pandemic, including in relation to the collection of nontax debts applicable to the tourism industry, which the revenue body is obliged to collect.
- The percentage of debt considered uncollectible varied widely, from a low of 2.8% in Malaysia to highs of over 80% in Armenia, Azerbaijan, Georgia, and Sri Lanka. Where high levels of uncollectible debt are present, this may reflect overly restrictive provisions (administrative or legislative, or both) that may limit such action.

Administrative and Legislative Framework for Managing Taxpayer Disputes

When revenue bodies review and adjust taxpayers' returns or provide rulings on specific issues in response to taxpayers' requests, taxpayers should be entitled to a review if they disagree with the decisions made. For this reason, establishing a review process for a revenue body's decisions before judicial recourse is expected to lead to more efficient dispute resolution, benefiting taxpayers, revenue bodies, and governments. Chapter 4 also discusses the importance of a sound dispute settlement framework to support taxpayer confidence in the tax system and build voluntary compliance.

The IMF's Tax Administration Diagnostic Assessment Tool (TADAT) field guide provides useful guidance on good practices in the administration of tax disputes. Box 6.4 sets out the key points.

Box 6.4: Good Practices in Tax Dispute Administration

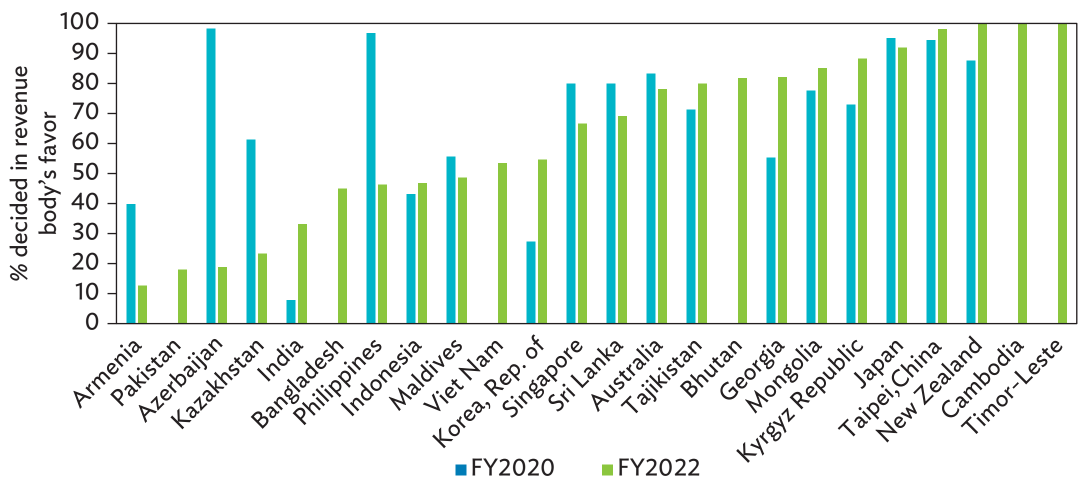
- Establish a dispute resolution mechanism that is simple, transparent, and graduated, and codify the dispute resolution process in a general tax administration law that is uniformly applied across all the main taxes.
- Publish clear explanations of taxpayers' rights and legal avenues for review of decisions made by the revenue body.
- Ensure taxpayers receive clear explanations of tax liability adjustments made following an audit, the reasons for any penalties, and their rights and avenues of review.
- Have processes in place to ensure the main reasons for successful taxpayer disputes are identified and remedial actions taken.
- Allow taxpayers to take a dispute directly to the second stage if the revenue body fails to complete an administrative review within a reasonable time frame.
- Allow suspension of collection of all or some of the disputed amount for the duration of the appeal process if recovery of the debt is not considered to be at risk.
- Make prompt refunds of overpaid tax if a dispute is resolved in the taxpayer's favor.
- Make public the conditions under which the revenue body may reach an out-of-court settlement in respect of a tax dispute.
- Have an effective and efficient case management system within the revenue body.

Source: Adapted from IMF. 2019. *TADAT: Tax Administration Diagnostic Assessment Tool Field Guide.*

Revenue bodies reported a limited amount of data on the institutional framework for the handling of disputes. These data are presented in Table A.88 and discussed in Chapter 4. Quantitative data on workloads are set out in Appendix Tables A.73–A.76 and resources are set out in Appendix Tables A.9 and A.10. Important observations and findings are as follows:

- In over half of the economies, an internal review is required before referral for external review.
- Around three-quarters of the revenue bodies report that disputed tax can be collected if a case is under administrative or court review, but around half of the revenue bodies with this power either do not use it at all or use it only rarely.
- Concerning workloads, almost all revenue bodies report some data on the volume of disputes in FY2022. Generally speaking, the volumes reported are relatively small. One exception is Hong Kong, China where a system of assessment (as opposed to self-assessment) operates, and a relatively large number of disputes arise—a situation frequently observed in other economies around the world using systems of assessment.
- Revenue bodies have widely varying sustention rates[56] on matters heard by appellate courts. Some, such as Cambodia; Japan; New Zealand; Taipei,China; and Timor-Leste report very high rates, while others, such as the revenue bodies of Armenia, Azerbaijan, Kazakhstan, and Pakistan have disturbingly low success rates in court (less than 30%). Such low rates may point to potential concerns about decisions made by revenue bodies to pursue such matters in court (Figure 6.16).

Figure 6.16: Appellate Court Disputes Decided in Favor of Revenue Body, FYs 2020 and 2022



FY = fiscal year.

Sources: ISORA 2023, ISORA 2021.

[56] The term "sustention rates" refers to the percentage of disputes decided in the revenue body's favor.

CHAPTER 7

Human Resources and Their Management

Key Messages

- The increasing complexity and rapidly changing environment are making it more important for all revenue bodies to have a motivated and engaged workforce, as well as strong organizational capacity for innovation and reform implementation.
- Building staff engagement and motivation, along with their capacity for innovation, is necessary so revenue bodies have a systematic approach to identifying, assessing, prioritizing, and treating risks in the management of their staff.
- Analyses of ISORA 2023 data identify gaps in the strategies and approaches of many revenue bodies in the management of their human resources, as well as opportunities for reform.
- Efforts to improve workforce gender balance continue to receive attention from revenue bodies in many economies, and a number of positive trends are apparent; however, significant levels of gender imbalance remain in almost one-third of revenue bodies and concerted efforts will be required for some time to achieve parity.

After setting out some broader context for this important area of tax administration, this chapter briefly examines selected aspects of the human resource management (HRM) policies, systems, and practices revenue bodies across Asia and the Pacific have adopted, drawing on ISORA 2023 data and research into selected revenue bodies' corporate documents. The final section of the chapter provides comparative data and analyses from ISORA 2023 and prior surveys concerning the demographic composition of revenue bodies' workforces (e.g., age, service, academic qualifications, and gender) and trends over time.

Building an Effective and Engaged Workforce for Tax Administration

Developing a competent, professional, and engaged workforce is a natural aspiration for all revenue bodies, one that is typically reflected in their strategic statements. By way of example, the extracts set out below from the published strategy documents of revenue bodies in Fiji, Georgia, and New Zealand all acknowledge the strong link between a workforce that is competent, adaptable, motivated, and committed and the achievement of expected organizational outcomes:

> *Fiji*
>
> *Firstly, we are committed to becoming an "employer of choice" where we value every member of staff and recognize the critical importance of a positive workforce culture linked to strong leadership and technical skills. Skills shortages in Fiji and overseas will put pressure on local talent and we must create ways to reward,*

recognize and retain our people. We have learnt from COVID about the importance of health and wellbeing and creating a flexible workplace environment that ensures everyone contributes to our shared success (Strategic Plan 2023–2025, Fiji's Revenue and Customs Service, p. 2).

Georgia

We use complex approaches to managing organizational change, to respond to dynamic challenges, reduce organizational risks, and achieve goals. To ensure the development of the institutional capacity of the organization, the following is significant for us: a) ensuring professional development and motivation of employees, b) creating a modern work environment, and c) maintaining a high organizational culture.

The process of organizational development depends significantly on our employees, who form the organizational culture and are the main guarantee of the success of our organization. Within the frames of the new Strategy, our objective is to upgrade the existing system of employee qualification, motivation, and appraisal as well as to increase the level of employee satisfaction. (Strategy 2021–2024, Georgia Revenue Service, p. 8).

New Zealand

Our vision means: 1) we value individuals and diversity of thought and capability; 2) we find, develop, and deploy people on the basis of their capabilities, which are a mix of skills, knowledge, experience, and attitudes; 3) we design roles to be adaptable, interesting, and empowering; and 4) we work with other organizations to develop fulfilling career journeys in, through, and beyond Inland Revenue.

We have established new approaches to role design and performance management, new learning and development practices, and workplace tools and technology that enable a highly capable, diverse, motivated workforce. Our Diversity and Inclusion Strategy supports our aspiration to have an inclusive culture where people from all walks of life can achieve their full potential. (Statement of Intent 2021–2025, New Zealand Inland Revenue, p. 18.)

Of course, statements of aspiration and objectives such as these need to be accompanied by tangible actions if they are to achieve their stated intent. In the case of a revenue body's workforce, an obvious starting point is the development of an overarching strategy for building and delivering the underlying systems and processes required to develop a professional, engaged, and committed workforce. These include:

- processes to identify gaps in staff skills and capabilities in a timely manner;
- processes to identify recruitment needs and build paths for their realization;
- a policy development capability for important HRM topics (e.g., staff integrity);
- the adaptation of remuneration arrangements to reward staff both fairly and objectively;
- the establishment of a staff development program tailored to meet all business objectives;
- a comprehensive system of staff performance management;
- a system for surveying staff on their attitudes, perceptions, and levels of satisfaction;
- data gathering and evaluation arrangements for the overall system of HRM.

These systems and processes constitute the basic (core) elements of a system of HRM for a revenue body. The absence of any element will inevitably expose a revenue body to risks of failure, an area of institutional risk that the TADAT assessment framework, referred to elsewhere in this report and used widely around the world, refers to as "human capital risks" (see next section).

Human Capital Risks

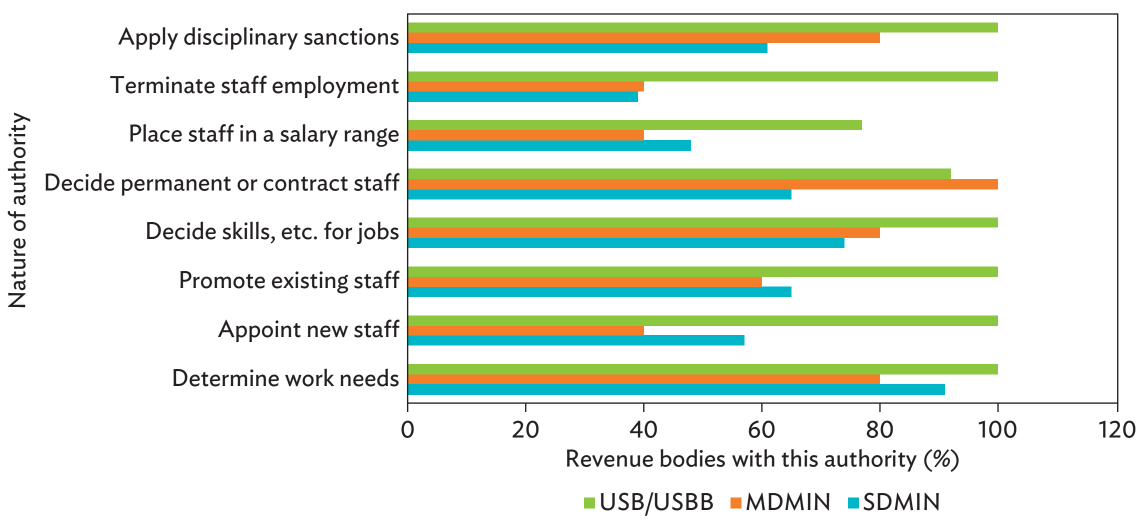
All revenue bodies face a mix of risks that must be addressed to avoid adverse performance, including revenue collection shortfalls, poor service delivery, operational breakdowns, and, of course, poor staff morale and engagement. The TADAT assessment framework classifies these risks into two broad categories—compliance and institutional risks—and further categorizes the latter into operational risks and human capital risks. Human capital risks are expressed as an *inability to maximize tax administration effectiveness on account of the absence of capability, capacity, compliance, and cost and connection (engagement) gaps of and by its employees.*[57] Each of these human capital risks is discussed further in the following section.

Autonomy and Managing Human Capital Risks

An important consideration in the management of human capital risks concerns the degree of autonomy that revenue bodies are given. As Chapter 2 mentioned, practical guidance provided by international bodies advocates that revenue bodies are given a "sufficient" level of autonomy to carry out their mandate.[58] In an HRM context, the guidance suggests that revenue bodies have autonomy in decisions concerning staff recruitment, retention, performance management, promotion, and development and training. ISORA 2023 covers many of these areas, and analyses of the responses provided—Appendix Tables A.15 and A.27—give a broad perspective on the nature and range of powers given to individual revenue bodies and their degree of autonomy.

As Figure 7.1 indicates, there is a strong correlation between levels of autonomy and the type of institution in place for tax administration. Semiautonomous bodies clearly have more authority in the aspects of HRM highlighted, and this especially concerns the use of disciplinary sanctions, terminating employment, deciding promotions for existing staff, making appointments of new staff, and placement of staff within a prescribed

Figure 7.1: Revenue Administration—Human Resource Management Autonomy, FY2022
(% by type of institution)



FY = fiscal year, MDMIN = multiple departments in ministry, SDMIN = single department in ministry, USB = unified semiautonomous body, USBB = unified semiautonomousbody with a board.

Source: ISORA 2023.

---

57 IMF. 2019. TADAT: Tax Administration Diagnostic Assessment Tool Field Guide. p. 19.

58 An example is European Commission. 2007. *Fiscal Blueprints: A Path to a Robust, Modern and Efficient Tax Administration.*

salary range. On the other hand, many revenue bodies established as single departments within the ministry of finance (i.e., SDMIN) appear to have quite limited autonomy, especially in relation to appointing new staff, deciding if jobs should be filled by permanent or contract staff, applying disciplinary sanctions, and terminating staff employment. These limitations are likely to have significant impacts on the ability of a revenue body's senior management to establish a competent and engaged workforce.

While it is not possible to be conclusive on each aspect of autonomy, given the limited information gathered in ISORA responses, revenue bodies reporting comparatively low levels of autonomy were concentrated among Pacific island economies (i.e., the Marshall Islands, the FSM, Nauru, Tonga, Solomon Islands, Tuvalu, and Vanuatu), and in Bhutan, the Lao PDR, Nepal, Sri Lanka, and Timor-Leste.

Managing Human Capital Risks

The TADAT provides a useful framework for considering human capital risks and contrasting how the revenue bodies covered in this report approach important aspects of HRM. For its purposes, TADAT addresses five aspects of HRM and associated human capital risk: capability, capacity, compliance, cost, and connection (Figure 7.2). Ideally, revenue bodies have an HRM strategy that addresses each of these risk aspects, having regard to their individual circumstances.

Figure 7.2: The TADAT Framework of Human Capital Risks

Risk Category 1: Capability	**Description of key risks—the extent to which the tax administration:** • assesses the gap between existing workforce skills/competencies and business needs • scans the labor market and competes for skills critical to its operations • leverages outsourcing methods and use of nonpermanent workers • recruits top talent—people with the most in-demand skills • identifies and retains key people • facilitates the development of skills (training tax administration officials in the core business of tax) or capabilities required by the business in the near future
Risk Category 2: Capacity	**Description of key risks—the extent to which the tax administration:** • implements a succession planning framework to develop future managers and leaders • mentors and prepares internal candidates to assume critical leadership, managerial, and operational roles • promotes workforce diversity and inclusion that is benchmarked against documented and binding national or international norms and values
Risk Category 3: Compliance	**Description of key risks—the extent to which the tax administration:** • ensures, through regular evaluation, that performance management/talent reviews are conducted objectively and taken as a critical input into business activities • ensures compliance with national laws and regulations governing employer / employee relationships—including those applying to employee unionization • ensures the organization's policies are applied uniformly to all employees • ensures the organization adheres to national laws and regulations governing workplace health and safety/security conditions
Risk Category 4: Cost	**Description of key risks—the extent to which the tax administration:** • ensures affordability of the workforce by minimizing risk taking in compensation arrangements • analyzes the impact (including cost to productivity and service delivery) of attrition and the loss of critical knowledge • aligns remuneration with performance • uses analytical tools to take a long-term and informed view of workforce costs and linkages between a defined set of human capital risks • plans for and provides sufficient resources to manage and developing talent.
Risk Category 5: Connection	**Description of key risks—the extent to which the tax administration:** • promotes employee engagement and motivation, including the free flow of ideas for purposes of innovation and improved productivity and creating an environment of openness and trust • identifies, leverages, and, through select assignments, shares talent and skills across the organization

TADAT = Tax Administration Diagnostic Assessment Tool.

Source: IMF. 2019. *TADAT: Tax Administration Diagnostic Assessment Tool Field Guide.*

Human Resource Management Practices in Asia and the Pacific

ISORA 2023 included a fair range of questions exploring aspects of HRM that aimed to establish whether, in general terms, revenue bodies had in place the basic (core) elements of an effective strategy for managing human capital risks. Guidance for ISORA over the years has also included explanations of some of the terminology commonly used in exploring aspects of HRM (Box 7.1).

Box 7.1: Important Human Resource Management Terminology

- **Competency based:** An approach to human resource planning that, besides recognizing necessary skills and qualifications required for a job, also analyzes behavioral characteristics. For example, competency-based hiring is grounded in the identification of core competencies required for success, and the subsequent evaluation of the degree to which each staff member demonstrated those competencies in the past.
- **Flexible working policies:** Refers to arrangements in place that provide employees with a level of flexibility concerning how they complete their assigned job tasks. Includes arrangements permitting staggered work hours, working part-time, and working remotely.
- **Job catalogue:** A comprehensive record of the job hierarchy of an organization, with accompanying job definitions.
- **Job competency dictionary:** A tool or data structure or listing that includes all or most of the general competencies needed to cover all job families that are core or common within the tax administration. May also include competencies more closely related to the knowledge and skills needed for specific jobs or functions.
- **Time reporting system:** A tool where staff record the time spent on various tasks or projects.

Sources: ISORA 2023, ISORA 2020.

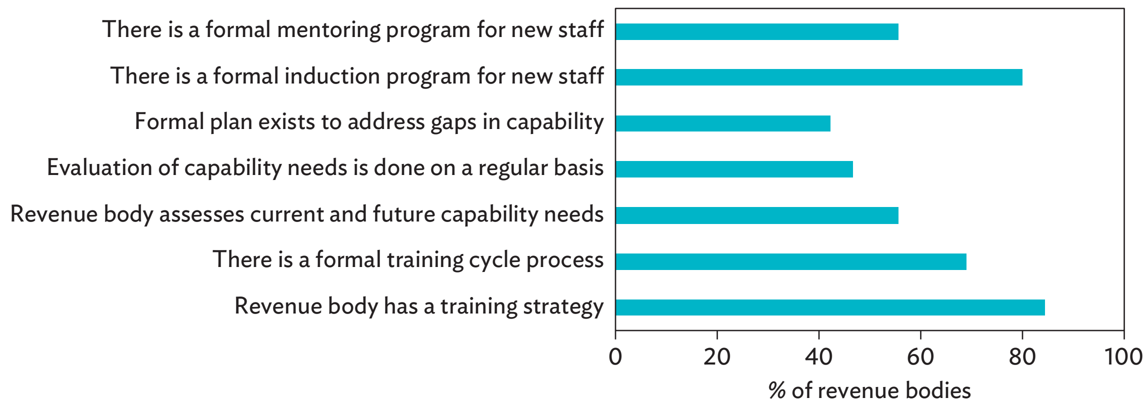
Observations and conclusions from the data reported in ISORA 2023 are set out according to the five categories of human capital risk assessed in the TADAT framework of evaluation. By contrasting the approaches of revenue bodies, it is possible to point to potential areas of strength and weakness at the individual level, as well as to identify the more common gaps and weaknesses across the region requiring attention (including technical assistance from international fiscal bodies).

Human Capital Risk Area 1: Capability

This category of human capital risk examines the adequacy of a revenue body's processes and actions for assessing gaps in the skills and competencies of its workforce, whether planning is undertaken to address such gaps, and the extent to which efforts are being made to fill those gaps (including the leveraging of outsourcing opportunities). Also relevant are the actions taken to strengthen the development of skills in the core business areas of tax administration for both the immediate term and the near future. ISORA 2023 data relevant to these aspects are set out in Appendix Tables A.29 and A.31.

Analysis of ISORA points to many gaps in this area of human capital risk (Figure 7.3). An issue of particular concern is the lack of attention given to assessing current and future workforce capability needs, an important consideration in the context of the sorts of efforts needed to improve the effectiveness of tax administration generally, and more specifically to significantly improve tax compliance levels and promote interest and take-up in digital solutions. Almost half of surveyed revenue bodies report the absence of any systematic efforts to assess current and future workforce capability needs. A slightly higher number report the absence of a formal plan to address staff capability gaps.

Figure 7.3: Addressing Human Capability Risks, FY2022
(% of revenue bodies)



FY = fiscal year.
Source: ISORA 2023.

Revenue bodies reporting limited attention to human capital capability risks were concentrated in Central and West Asia, South Asia, and Pacific island economies.

Access to Specialist Staff and External Capabilities

The modernization of tax administration in recent years has witnessed changes to the range of skillsets required for revenue bodies to effectively perform their mandate. Alongside the traditional cadre of accountants, lawyers, ICT professionals, and managers, new skills have come into demand in a variety of areas, such as the behavioral sciences, specialist areas of ICT such as user interface design and the data sciences.

Concerning these three areas of specialization, ISORA data points to many gaps. More than two-thirds of revenue bodies report not having such capabilities in house or not yet having taken steps to acquire such expertise from external sources (e.g., academic institutions and professional consultants). Revenue bodies appearing most active in this space are Australia, the PRC, Malaysia, New Zealand, and Viet Nam.

Human Capital Risk Area 2: Capacity

Addressing capacity risks ideally requires that adequate attention be given to capacity-building activities, including succession planning; the mentoring of staff to assume critical leadership, managerial, and operational roles; and the operation of policies to promote workforce diversity and inclusion. ISORA 2023 data relevant to these aspects are set out in Appendix Table A.29 (Parts 1 and 2).

For these areas of risk, around 60% of revenue bodies report that policies and initiatives are in place. However, a comparison of current and previous survey data (ISORA 2019) suggests there has been only limited progress in this area over recent years, an outcome that may owe to the disruption caused by the COVID-19 pandemic in FY2020 and FY2021 (Table 7.1). It also appears that limited attention is given to these aspects of capacity risk across revenue bodies in Central and West Asia and South Asia.

Table 7.1: Areas of Capacity Risk, FYs 2018 and 2022

Area of Capacity Risk	Revenue Bodies Reporting This Feature (no.)	
	FY2018	FY2022
Has a specific and talent management program	23 of 34	25 of 45
Knowledge transfer is personalized (i.e., one-to-one transfer)	Not examined	26 of 45
Knowledge transfer is documented (i.e., making products to be shared)	Not examined	26 of 45
Has a policy that promotes workforce diversity and inclusion	26 of 34	28 of 45
Periodically surveys staff on diversity and inclusion	Not examined	13 of 45

FY = fiscal year.
Sources: ISORA 2023, ISORA 2019.

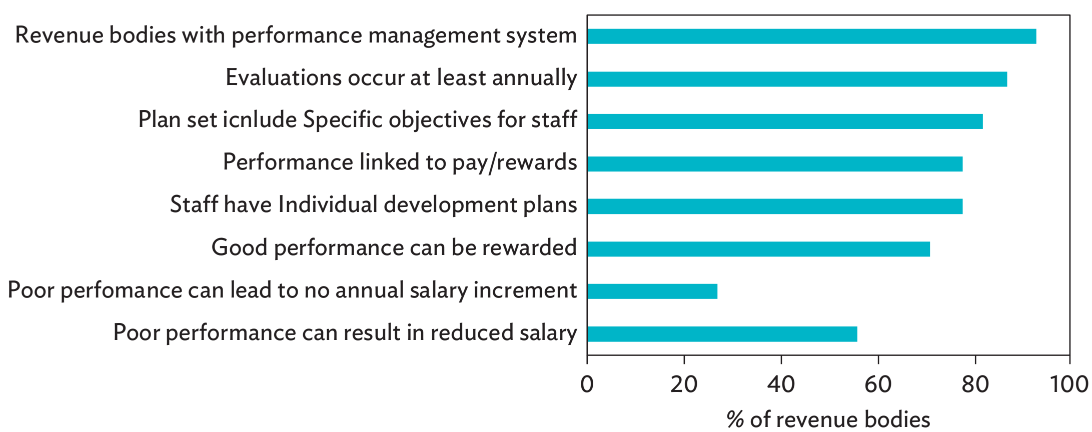
Human Capital Risk Area 3: Compliance

Addressing compliance-related human capital risks requires processes and actions to monitor the extent to which a revenue body's HRM policies are being applied uniformly and as intended, and whether it is generally acting in compliance with national laws governing matters such as employer–employee relationships and workforce health and safety.

An important area of HRM policy for consideration in a compliance risk context is the proper functioning of a revenue body's formal performance management system. Ideally, for this aspect of compliance, there are regular (at least annual) reviews of employee on-the-job performance, performance assessments are conducted objectively, and such assessments include development plans for individual staff members that set clear objectives for improved performance. ISORA 2023 data relevant to this area of risk are limited but they do include aspects of the performance management systems in place in FY2022 (Appendix Table A.28 Parts 1 and 2).

This area of risk appears well supported by most revenue bodies across Asia and the Pacific, with the vast majority reporting the operation of performance management arrangements that entail annual evaluations and include the preparation of plans with specific objectives for individual staff members (Figure 7.4). Over two-thirds of revenue bodies also report the operation of remuneration arrangements that link performance to pay and rewards, and that they have capacity to reward good performance.

Figure 7.4: Revenue Bodies' Performance Management Systems, FY2022
(% of revenue bodies)



FY = fiscal year.
Source: ISORA 2023.

The adequacy of actions taken by a revenue body's senior management to promote ethical and trustworthy behavior by body officials and to ensure compliance with official guidance dealing with such matters is another aspect of the "compliance" human capital risks. As highlighted in Chapter 2, just about every revenue body across the region reports the existence of public sector-wide codes of conduct, while over two-thirds indicate that these are complemented by revenue bodies' own codes, presumably tailored to reflect their specific circumstances and requirements.

A related concern in the area of staff conduct concerns the actions revenue bodies take to promote high standards of ethical and trustworthy behavior through the development and operation of a formal integrity strategy. As highlighted in Chapter 2, over 40% of revenue bodies report the absence of an integrity strategy and actions to embed the behaviors sought through the conduct of awareness programs and of external evaluations to test organizational commitment (Figure 7.5). The many gaps highlighted in this area of risk suggest this is a matter requiring programmatic efforts and initiatives across the region.

Figure 7.5: Achieving High Standards of Staff Integrity, FY2022
(% of revenue bodies)

FY = fiscal year.
Source: ISORA 2023.

Human Capital Risk Area 4: Cost

Revenue bodies typically devote a large proportion of their annual operating budget to staff remuneration (including salaries and other rewards), on average in the range of 60%–70% across the region. For this reason alone, policies and processes relevant to managing these costs and related overheads, while achieving expected outcomes, require careful monitoring to ensure that any adverse behaviors and other factors that negatively affect costs are quickly identified and addressed. These factors can include (i) poor/improper operation of the staff remuneration system, (ii) unexpected/high rates of staff attrition that may have downstream cost implications, and (iii) flexible work policies that are not being followed as intended.

ISORA 2023 data relevant to this area of human capital risk are limited but they do include aspects of the system of remuneration and rewards system in place, measures of staff attrition and churn, and use of policies for flexible work arrangements. Relevant ISORA data for FY2022 are set out in Appendix Tables A.28 (Parts 1 and 2), A.29 (Part 3), and A.31.

Just over half of revenue bodies report that their remuneration levels are tied directly to public sector pay scales, suggesting at first glance that these revenue bodies have limited flexibility when it comes to rewarding staff for good performance. However, this is not necessarily the case: as Table 7.2 shows, over two-thirds of revenue bodies (71%) indicate that performance is linked to pay and rewards, and it is possible to provide rewards for good performance in over two-thirds of revenue bodies with this type of remuneration system (68%). Less flexibility is observed in relation to the ability to penalize poor performance, in the form of reductions in salary (18%) or denial of an annual salary increment (57%).

For revenue bodies with some flexibility in setting pay scales, this also extends to rewarding good performance (around 75%) and penalizing poor performance through either denial of the annual increment (63%) or reduced salary (38%).

Table 7.2: Features of Revenue Bodies' Remuneration and Reward System, FY2022

	Remuneration and Reward Systems for Revenue Body Staff (by type)					
	Pay Scales Tied Directly to Civil Service		Pay Scales Tied Broadly to Civil Service		Pay Scales Not Tied to Civil Service	
Measure	Number	% of total	Number	% of total	Number	% of total
Revenue bodies with this system	28	100	9	100	8	100
Performance linked to pay/rewards	20	71	8	89	7	88
Rewards for good performance	19	68	7	77	6	75
Poor performance may result in reduced salary	5	18	5	55	3	38
Poor performance may lead to denial of annual salary increment	16	57	4	44	5	63
Policies for flexible working arrangements	9	32	4	44	6	75
Staff can work flexible hours	8	29	4	44	6	75
Staff can work remotely (occasionally)	7	25	2	22	5	62
Staff can work remotely (regularly)	4	14	1	11	4	50
Executives can work part time	1	4	0	0	2	25

FY = fiscal year.
Source: ISORA 2023.

High rates of staff attrition and churn (which take account of the incidence of recruitment) are likely to be indicative of additional costs and development efforts for a revenue body, not to mention disruptions to operational activities, as additional staff attention may need to be given to recruitment and staff developmental activities. Data and further comments on this topic are set out later in the chapter.

Flexible working policies are another instrument that is increasingly being observed globally across public sector agencies, particularly in advanced economies, to bolster staff engagement, especially in the aftermath of the COVID-19 pandemic, when remote working arrangements became the "operational norm" for many government agencies.[59] However, as the summary dataset out in Table 7.2 clearly indicates, revenue bodies across Asia and the Pacific did not widely practice flexible working arrangements providing staff with access to staggered working hours and/or the ability to work remotely from the office on an occasional or regular basis in FY2022. Where

---

59 For more insights on this development, see OECD. 2021a. *Tax Administration: Towards Sustainable Remote Working in Tax Administration: In a Post COVID-19 Environment.* This identifies many of the key issues that revenue bodies may wish to consider in designing remote working policies, processes, and guidance to help ensure that, where applicable, longer-term remote working is sustainable for both the revenue body as a whole and individual employees.

these policies are in place, their use is confined largely to revenue bodies in developed economies (e.g., Australia, Japan, the ROK, and New Zealand) or where the revenue body has a fair level of autonomy and flexibility in relation to the setting of remuneration and working conditions (e.g., Fiji, Malaysia, and Singapore.) Table 7.3 sets out summary ISORA data giving a global region-by-region perspective on the use of flexible work policies in FY2022.

Table 7.3: Policies for Flexible Working Arrangements, FY2022

	Regions (% of revenue bodies reporting use of these policies)					
Policy	LAC	North America	Africa	Europe	Asia and the Pacific	Middle East
Policies for flexible work	70	100	44	77	40	100
Staff can work flexible hours	55	100	21	73	36	100
Staff can work remotely (occasionally)	61	100	36	64	31	100
Staff can work remotely (regularly)	39	100	10	64	18	100
Executives can work part time	0	50	3	41	7	0

FY = fiscal year, LAC = Latin America and the Caribbean.
Source: ISORA 2023.

Human Capital Risk Area 5: Connection

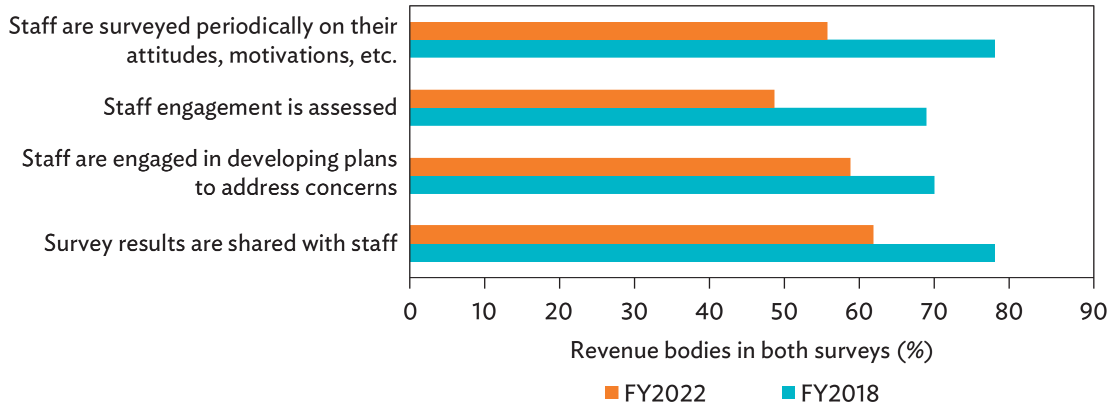
This area of human capital risk addresses the extent to which revenue bodies are paying attention to understanding overall levels of "staff engagement" and trends over time, and responding to any factors that are hindering the achievement of high levels of engagement. The term "staff engagement" refers to a more holistic state of staff well-being than is meant by the term "job satisfaction," and has been described in the following terms:[60]

> *Employee engagement is a concept that describes and measures the link between employees, the work they do, and the organizations within which they work. Engaged employees are those who are committed to their organization's goals and values, motivated to contribute to organizational success and are able at the same time to enhance their own sense of well-being…*
>
> *Empirical evidence links employee engagement and related concepts of organizational commitment and staff motivation to better organizational outcomes, including efficiency, productivity, public sector innovation, citizen trust in public sector institutions, and employee trust in organizational leadership. Employee engagement strengthens organizational capacity as it is positively related to individual performance and employee retention. Employee engagement is based on trust within organizations and as such can be hard to build and easy to break, especially during times of austerity.*

An important element of a revenue body's HRM strategy for addressing "connection" risks is the conduct of regular surveys of staff to assess their attitudes, perceptions, and overall workplace satisfaction. Surveys of this nature, where well designed, conducted regularly, and subject to careful analysis, can assist in identifying factors that may be contributing negatively to aspects of a revenue body's overall performance (e.g., poor taxpayer service, low productivity, and cost overruns).

Relevant ISORA data from surveyed revenue bodies for FY2022 are set out in Appendix Table A.28 (Part 2) while Figure 7.6 contrasts ISORA data for FY2018 and FY2022 for 31 revenue bodies in Asia and the Pacific that participated in both survey rounds.

Figure 7.6: Surveys of Staff Attitudes, Work Satisfaction, etc., FYs 2022 and 2018



FY = fiscal year
Source: ISORA 2023.

Possibly in part because of the disruption to operations caused by the pandemic in FY2020 and FY2021, it appears that many revenue bodies had not reestablished this work activity by the end of FY2022. As evident in Figure 7.6, which contrasts ISORA reporting by 31 economies for both FY2018 and FY2022, there was a noticeable decline in FY2022 in the proportion of these revenue bodies conducting such surveys, from 77% in FY2018 to 61% in FY2018.

An additional concern is the fact that, across Asia and the Pacific, over 50% of surveyed revenue bodies report the absence of such surveys in FY2022. Given the profound environmental changes that have occurred over the past 5–7 years and the large turnover of staff that many revenue bodies have experienced, attention to this important aspect of HRM would appear to be a priority.

All Human Capital Risks

Analyses of HRM-related ISORA data point to many opportunities for revenue bodies to strengthen their management of human resources, a finding that is consistent with the findings of several TADAT assessments conducted for revenue bodies in Asia and the Pacific over recent years (Figure 7.7). In particular, the following aspects would appear to require priority attention in many revenue bodies:

- **Develop an overarching strategy for developing and managing human resources:** Around one-third of surveyed revenue bodies report the absence of an HRM strategy/multiyear workforce plan, while weaknesses are also seen in relation to assessing current and future capability needs, monitoring levels of staff engagement and motivation, and establishment of specific leadership and talent management programs. The absence of an HRM strategy is most commonly seen among revenue bodies in South Asia.
- **Continue with initiatives to build and retain staff integrity:** With corruption identified as a major obstacle across Asia and the Pacific (Chapter 1), it is a concern that over 40% of bodies report the absence of a specific strategy to bolster staff integrity levels. On a more positive note, well over 80% report having codes of conduct, a system of performance management, and a training strategy.

- **Provide dedicated resources to assess current and future staff capability:** ISORA 2023 indicates that almost half of participating revenue bodies do not invest in developing such capability.
- **Ensure effective processes are in place for gathering data on "workplace health-related" matters:** ISORA reporting for FY2023 and prior years suggests some revenue bodies do not have a policy or practice for surveying staff to assess their attitudes, perceptions, and engagement, while the practice appears to have been curtailed in other revenue bodies over recent years, possibly because of the disruption of the COVID-19 pandemic.

Figure 7.7: Key Features of Revenue Bodies' Human Resource Management Approach, FY2022

FY = fiscal year, HRM = human resource management.
Source: ISORA 2023.

Investing in Human Resource Management

An important consideration for all revenue bodies concerns the level of staff resources invested in the delivery of an effective HRM function. Here, as is the case for other areas of revenue body work, there is no formula that can be applied to determine an optimum level. However, in light of the many issues to be addressed by all revenue bodies, an allocation of sufficient size is required to deal with all aspects of human capital risk, having regard to factors such as the range of taxes to be administered, the numbers and skillsets of the staff employed, the office network size, and any planned reforms with significant implications for future workforce design and skills development.

For ISORA 2023, revenue bodies were asked to report the numbers of resources invested in HRM support, which was defined in the following terms:

> *Functions both at headquarters and operating offices dedicated to the delivery of support associated with personnel operations, workforce planning, staff recruitment and exits, performance management, staff engagement and wellbeing, career development, reward management, staff development and training (including dedicated training centres that are part of the organization) and human resource analytics.*

The focus on HRM support is a new aspect of ISORA and it is therefore not possible to refer to historical data and trends concerning levels of staff investments. Accordingly, for comparative analysis purposes in this series, an effort has been made to highlight the relationship between workforce size and HRM support investment levels and to identify revenue bodies that appear to be underinvesting in HRM support (Table 7.4). As is evident from the data displayed here, there is a clear relationship between workforce size and HRM support levels (expressed in absolute terms); the analysis also points to revenue bodies across each size category that appear to be underinvesting in HRM support.

Table 7.4: Human Resource Management Support and Revenue Body Staffing, FY2022

Office Size Category	Economies in This Category	End-Year Staff (no.)	HRM Support (FTEs)		Comments on Level of HRM Resources
			No	% of total	
Very small (100–250 staff)	Timor-Leste	121	2	1.7	Across this grouping, HRM support resources appear to lack adequate critical mass in Solomon Islands and Timor-Leste.
	Solomon Islands	122	2	1.6	
	Samoa	101	5	5.0	
Small (250–2,000 staff)	Maldives	310	7	2.3	Across this grouping, HRM support resources appear below the level required to adequately deal with all of the important aspects of HRM outlined in this chapter in Fiji, Maldives, Nepal, and Tajikistan.
	Papua New Guinea	684	32	4.9	
	Fiji	695	15	3.8	
	Nepal	1,429	10	0.7	
	Mongolia	1,696	55	3.2	
	Tajikistan	1,760	19	1.0	
	Singapore	1,943	33	1.7	
Medium (2,000–8,000 staff)	Sri Lanka	2,431	64	2.6	Across this grouping, HRM support resources appear well below the level required for a sufficiently effective level of HRM support in Azerbaijan; Georgia; Hong Kong, China; and the Kyrgyz Republic.
	Kyrgyz Republic	2,591	20	0.8	
	Hong Kong, China	2,718	31	1.1	
	Cambodia	2,736	60	2.2	
	Armenia	2,980	37	2.6	
	Georgia	3,515	7	0.5	
	Azerbaijan	3,549	31	0.8	
Large (8,000– 20,000)	Taipei,China	8,441	111	1.3	Across this grouping, HRM support resources appear comparatively very low in Bangladesh, where many aspects of HRM are reported absent in ISORA.
	Uzbekistan	9,134	89	1.0	
	Bangladesh	12,784	50	0.6	
	Malaysia	12,957	155	1.1	
Very large (over 20,000 staff)	Australia	20,108	597	3.2	Across this grouping, HRM support resources appear comparatively very low in India and the Republic of Korea, where important aspects of HRM are reported in ISORA 2023 as not in place (e.g., staff engagement surveys, assessing capability needs, specified specialist skills).
	Republic of Korea	21,453	85	0.4	
	Thailand	22,837	259	1.2	
	Viet Nam	39,279	672	1.7	
	Japan	54,000	444	0.8	
	India	112,700	150	0.2	

FTE = full-time equivalent, HRM = human resource management, ISORA = International Survey on Revenue Administration.
Source: ISORA 2023.

Human Resources in Tax Administration

With the assistance of participating revenue bodies, ISORA captures and produces reasonably comprehensive data on their respective workforces to enable comparative analyses at a regional and global level, and to highlight important trends and related developments in the level of human resources invested in national tax administration. These data include overall staffing levels and numbers of recruits and departures. To enrich the information provided, selected corresponding data from previous ISORAs are also included. Data reported in ISORA 2023 along with corresponding data from previous surveys are set out in Appendix Tables A.8–A.10 and A.19–A.21.

Aggregate Staffing Levels of Revenue Bodies

Appendix Table A.19 displays data on overall staffing levels from the beginning of FY2019 to the end of FY2022. The data are presented on a "whole-of-revenue body" basis and include, where applicable, staff employed for nontax roles, including customs administration in a few economies. As will be apparent, the data reflect enormous differences across the region, in large part because of significant differences in population sizes and levels of economic and social development.

Looking at movements in staffing levels over the 4 fiscal years, the vast majority of revenue bodies experienced only modest increases or reductions in aggregate staffing levels (i.e., movements of less than 10%), a situation unsurprising given that in the 2020 and 2021 calendar years most economies were under significant pressure to deal with the disruptions arising with the COVID-19 pandemic. That aside, relatively significant increases in aggregate staffing levels over the period are observed for Bangladesh, Cambodia, and the Kyrgyz Republic, while substantial reductions are observed for Fiji, Kazakhstan, New Zealand, Tonga, and Uzbekistan.

For FY2022, around 40% of revenue bodies spread broadly across Asia and the Pacific report net movements in year-on-year staffing levels of (+/–)5% or more, reflecting efforts to reduce expenditures for some and the opportunity to make new investments in staff for tax administration operations for others.

Staff Attrition and Recruitment Rates

Incidence of staffing reductions and increases across revenue bodies can be viewed using measures known as rates of "staff attrition" and "staff recruitment."

The rate of staff attrition is a measure of the loss of staff by a revenue body over a year expressed in relative terms and calculated as follows:

*** Staff attrition rate = (no. of departures) / [(no. of staff at year-start + no. of staff at year-end)/2] x 100)*

The rate of staff recruitment is a measure of the total movement of staff into a revenue body over a year, also expressed in relative terms, and is calculated as follows:

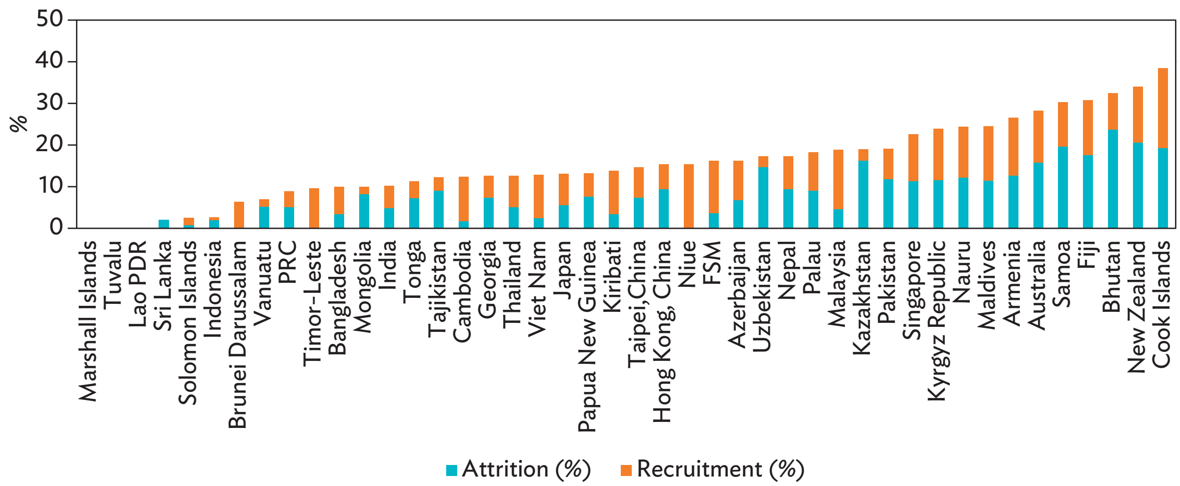
*** Staff recruitment rate = ([no. of new recruits] / [(no. of staff at year start + no. of staff at year-end)/2)] x 100)*

Taken together, the aggregate movement of staff out of and into an organization is sometimes referred to the rate of "staff churn."

Consistently high rates of staff attrition and/or recruitment can arise in response to many factors, including major staffing expansion or downsizing programs resulting from government policy decisions that are conducted relatively quickly, large staff recruitment programs to address an aged workforce and significant numbers of expected retirements, and/or weaknesses in HRM practices resulting in poor staff morale and consistently high rates of staff departure.

Data on levels of staff recruitment and departures, and related rates of staff attrition and staff recruitment, for FYs 2019–2022 are set out in Appendix Tables A.20 and A.21, while Figure 7.8 depicts rates of staff attrition and recruitment for revenue bodies reporting their data on levels of staff recruitment and departures.

Figure 7.8: Staff Attrition and Recruitment Rates, FY2022



PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Source: ISORA 2023.

Figure 7.8 and its underlying data highlight the widely varying experiences of revenue bodies across the region. Staff attrition rates, which reflect the rate at which staff left revenue bodies in FY2022, ranged from zero to over 25%. The rate was at a relatively high level (i.e., over 15%) across a mix of revenue bodies in Asia and the Pacific (including Australia, Bhutan, Fiji, Kazakhstan, New Zealand, and Samoa). Some of these revenue bodies also experienced similarly high rates of recruitment in FY2022.

Drawing on ISORA data for the FYs 2019–2022, analysis of the rates of staff attrition and recruitment identify a number of significant observations:

- Several revenue bodies experienced relatively high rates of staff churn (i.e., averaging over 20% per annum) over the 4-year period: Armenia, Australia, the Cook Islands, Kazakhstan, Maldives, New Zealand, and Samoa. Previous editions of this series observed that several these revenue bodies (i.e., Australia and New Zealand) had, in comparative terms, relatively aged workforces, with over 20% in each case approaching retirement age (55 years or more). As noted earlier in the chapter, high rates of churn present additional costs and other demands on revenue bodies that, if not anticipated and accompanied by appropriate workforce planning, may have a significant impact on overall operational performance.

- At the aggregate level, staff churn (i.e., total attrition and recruitment) fell significantly during FY2020, the year when the pandemic first hit most economies; more recently, the rate has started to rise as revenue bodies have returned to "business-as-usual" operations and recommenced staff recruitment (Appendix Table A.21).

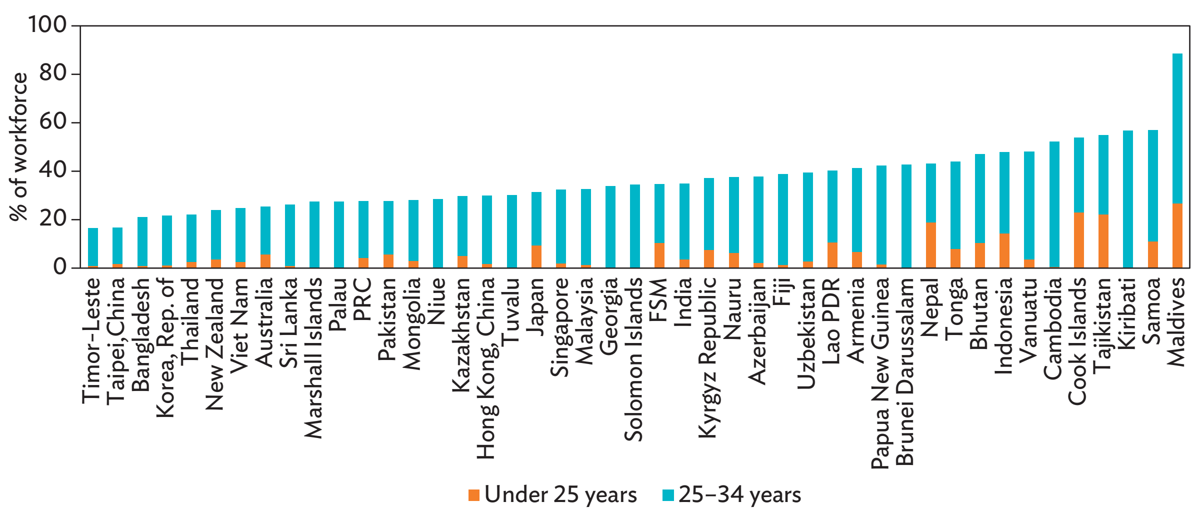
The Demographics of Revenue Bodies' Workforces

Profiling the workforces of revenue bodies and producing regional and global comparisons can draw attention to strengths and weaknesses that may reflect on the effectiveness of revenue bodies' HRM strategies and provide indications of positive progress and/or matters requiring further attention. ISORA provides a fairly rich selection of data concerning revenue bodies' workforces, including age and length of service staffing profiles, numbers of staff with academic qualifications, numbers of staff in executive positions, and workforce gender mix in FY2022 and for prior fiscal years (Appendix Tables A.22–A.26).

Age and Length of Service Profiles

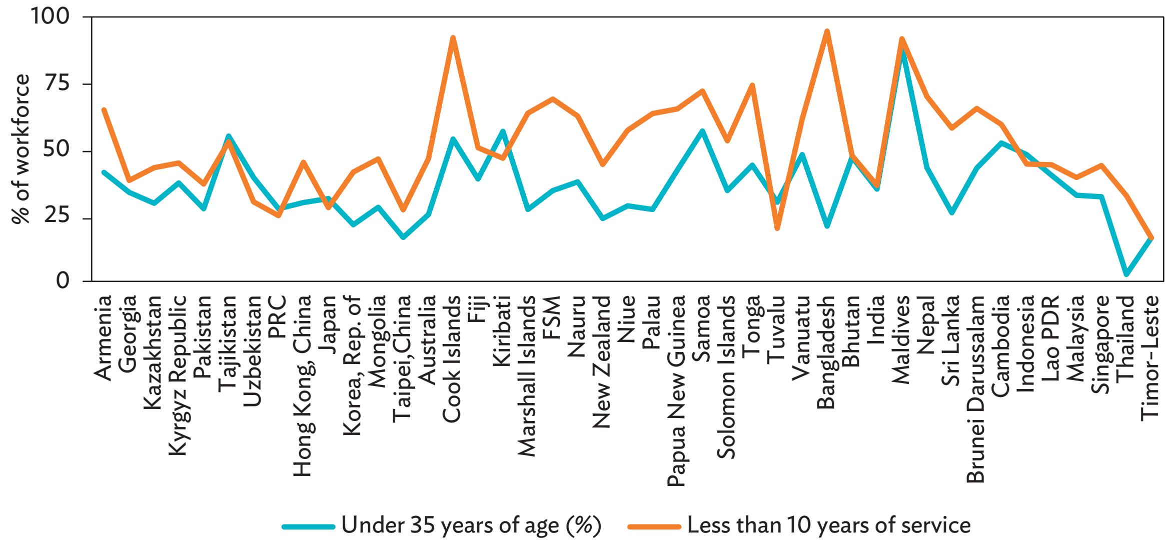
The age and length of service profiles of the staff of most revenue bodies in Asia and the Pacific generally reflect a relatively young workforce (Figures 7.9 and 7.10). However, a few extremes are observed in in the region, with specific implications for workforce planning, recruitment, knowledge transfer, and staff development programs. Five revenue bodies report having a high proportion of staff (i.e., 50% or more) both aged under 35 years and with less than 10 years of service: Cambodia, the Cook Islands, Maldives, Samoa, and Tajikistan. Another four come very close to exceeding this benchmark (Bhutan, Kiribati, Indonesia, and Vanuatu) (Figure 7.10). While most of these revenue bodies report having a human resource strategy/multiyear workforce plan, many of these appear to lack important elements (e.g., a competency-based approach, a job catalogue, and a job competency dictionary), as set out in Appendix Table A.29.

Figure 7.9: Workforce by Share in Younger Age Groups, FY2022
(% of workforce)



PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Source: ISORA 2023.

Figure 7.10: Staff in Younger Age Groups and Less than 10 Years Service, FY2022
(% of workforce)



PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Source: ISORA 2023.

Several revenue bodies report that a fair proportion of their workforce (i.e., 20% or more) are approaching retirement age (55 years or older). These include Australia (21.2%); Japan (20.6%); the Marshall Islands (27.3%); New Zealand (27.3%); Palau (31.8%); and Taipei,China (25.3%). In addition to these revenue bodies, a further four report having a workforce in FY2022 where over 50% of staff were aged over 45 years, pointing to likely high rates of departure over the coming 5–10 years (PRC 55.6%, Pakistan 52.6%, Thailand 54.1%, and Timor-Leste 57%).

Departures of relatively large numbers of experienced staff over a short time frame can result in significant losses of corporate knowledge and, unless anticipated, serious gaps in skills over the short to medium term. Important considerations for these revenue bodies, therefore, include whether they have developed a sufficiently robust workforce planning system that takes account of such factors and is able to assist them to predict and meet their future workforce requirements, along with the need for processes and practices addressing knowledge transfer. On this latter aspect, the ISORA data set out in Table 7.1 dealing with specific types of capacity human capital risks indicate that processes for knowledge transfer are absent in over 40% of surveyed revenue bodies.

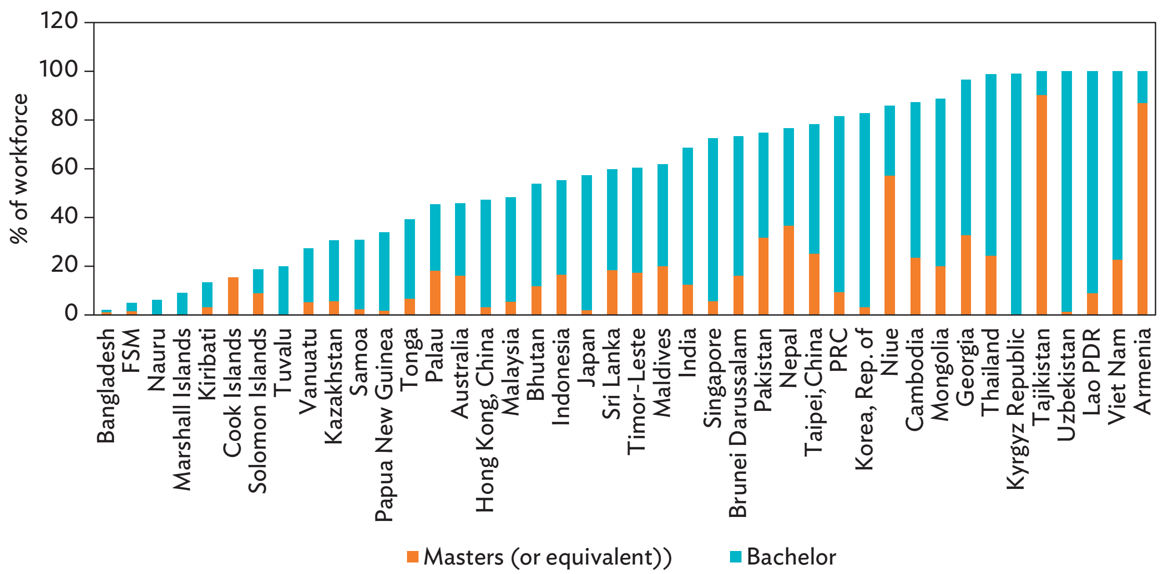
Academic Qualifications of the Workforce

Revenue bodies typically require a cadre of staff for handling complex technical and financial investigatory work and, for these reasons, need academically and/or professionally qualified lawyers, tax accountants, auditors, and investigators. These requirements are likely to be especially significant for those economies with a fair reliance on income taxes (especially CITs) and where there are relatively large numbers of taxpayers with international dealings. Just about all revenue bodies report that they have established a dedicated large taxpayer program responsible for the bulk of tax revenue collections. And, as discussed elsewhere in this series, revenue bodies are increasingly being exposed to demands for professionally qualified staff in other disciplines, including advanced aspects of IT, the data sciences (for analytics), behavioral studies, marketing, public relations, staff development, and senior management.

Appendix Tables A.20 and A.21 set out data on the proportion of staff with academic qualifications. These data need to be interpreted with care, as several revenue bodies report what appear to be an abnormally large proportion of their staff with the equivalent of a master's-level degree qualification, while also reporting an extremely high proportion of their total staff with academic qualifications.

Figure 7.11 presents the proportion of revenue body staff reported with academic qualifications in FY2022. The proportions vary significantly across both advanced and developing economies, and from region to region. However, the strong emphasis many governments give to academic achievement and the recruitment focus of many revenue bodies are clearly apparent, especially in the regions of Central and West Asia, East Asia, and Southeast Asia. Overall, around 65% of revenue bodies report having a workforce where over 50% of its staff possess academic qualifications.

Figure 7.11: Workforce with Academic Qualifications, FY2022
(% of workforce)



PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Source: ISORA 2023.

Workforce Gender and Gender Equality

This series has been tracking the gender composition of revenue bodies workforces for many years, against the background of the United Nations SDGs. The SDGs, adopted in 2015, set targets for levels of global development to be achieved by 2030. Within this framework, SDG 5 provides a clear signal to governments and other stakeholders (including public sector bodies) on the goals to be achieved for women—achieve gender equality and empower all women and girls. A range of statistical indicators are used to track the progress of individual economies toward meeting the SDGs and in relation to gender equality, including

- regularly assessing the extent to which legal frameworks are in place to promote, enforce, and monitor equality and nondiscrimination based on gender;
- regularly measuring and reporting on proportion of women in managerial positions.

ISORA data captured over many years provide useful insights into the roles revenue bodies have and continue to play in promoting and achieving effective participation and equal opportunities, including in leadership/managerial roles.

Policies for Diversity and Inclusion

ISORA seeks an indication from revenue bodies as to whether they have a formal diversity policy to ensure equal opportunities, regardless of age, gender, ethnicity, religion, disability, and sexual orientation, and whether staff are periodically surveyed on diversity and inclusion.

From the data reported for FY2022 (Appendix Table A.29), it appears there is scope for many revenue bodies to increase their level of attention to promoting diversity and inclusion, as well taking steps to understand the perceived and actual effects of the policies introduced. Less than two-thirds (28 of 45) of participating revenue bodies report having a diversity policy for equal opportunity, and only just over a quarter (13 of 45) report carrying out periodic surveys to assess the impacts of their policies.

Gender Mix of Revenue Bodies' Workforces

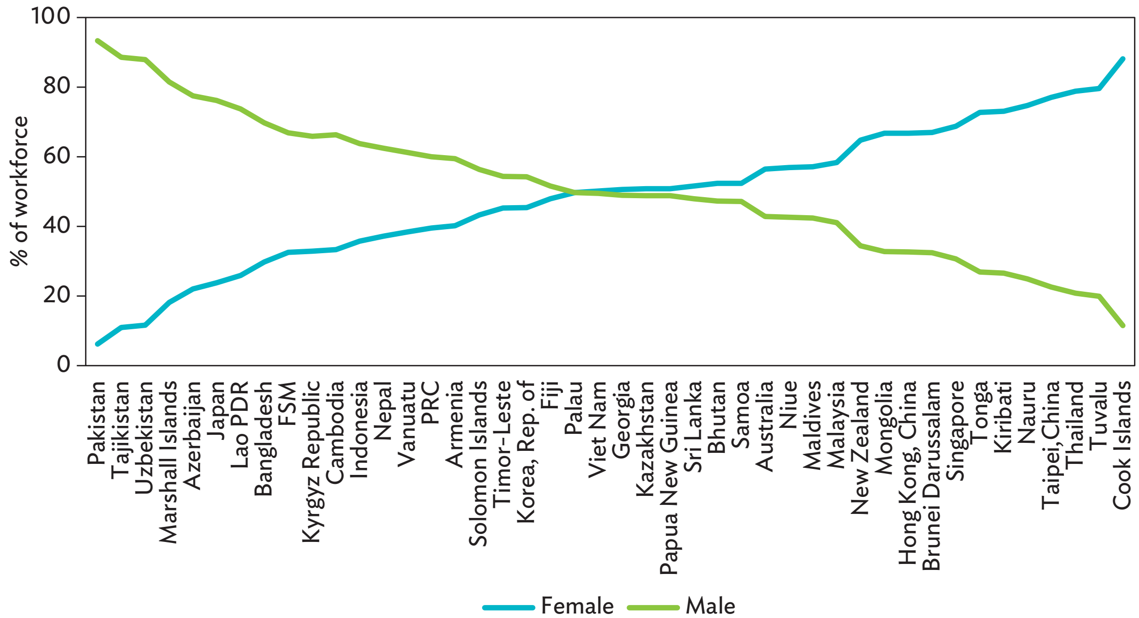
Previous editions of this series drew attention to the fact that some revenue bodies have relatively few female staff, as well as significant disparities in many revenue bodies between the proportion of women in senior management or executive (leadership) positions, and the number of female staff in their total workforce. While the factors explaining such disparities are understood, globally there is increasing recognition that gender equality is vital to achieve higher levels of inclusive growth and national well-being for everyone. Such recognition underpins SDG targets on gender equality.

ISORA 2023 and historical survey data on workforce composition and gender enable an assessment of revenue bodies' progress in advancing female representation in their respective workforces, especially in managerial and executive roles (Appendix Table A.26).

Women in the Workforce

Figure 7.12 depicts the gender mix (i.e., the ratio of female to male officials) of revenue body workforces across 44 revenue bodies in Asia and the Pacific in FY2022. As will be apparent, the ratio varies enormously, exceeding 75:25 (female: male) in five economies (the Cook Islands; Nauru; Taipei,China; Thailand; and Tuvalu) and below a level of 25:75 in six economies (Azerbaijan, Japan, the Marshall Islands, Pakistan, Tajikistan, and Uzbekistan). More broadly, in one-third of surveyed revenue bodies, the ratio fell below a female share of 40% in FY2022, a benchmark still well short of parity.

Figure 7.12: Revenue Body Gender Mix in Asia and the Pacific, FY2022
(% of workforce)

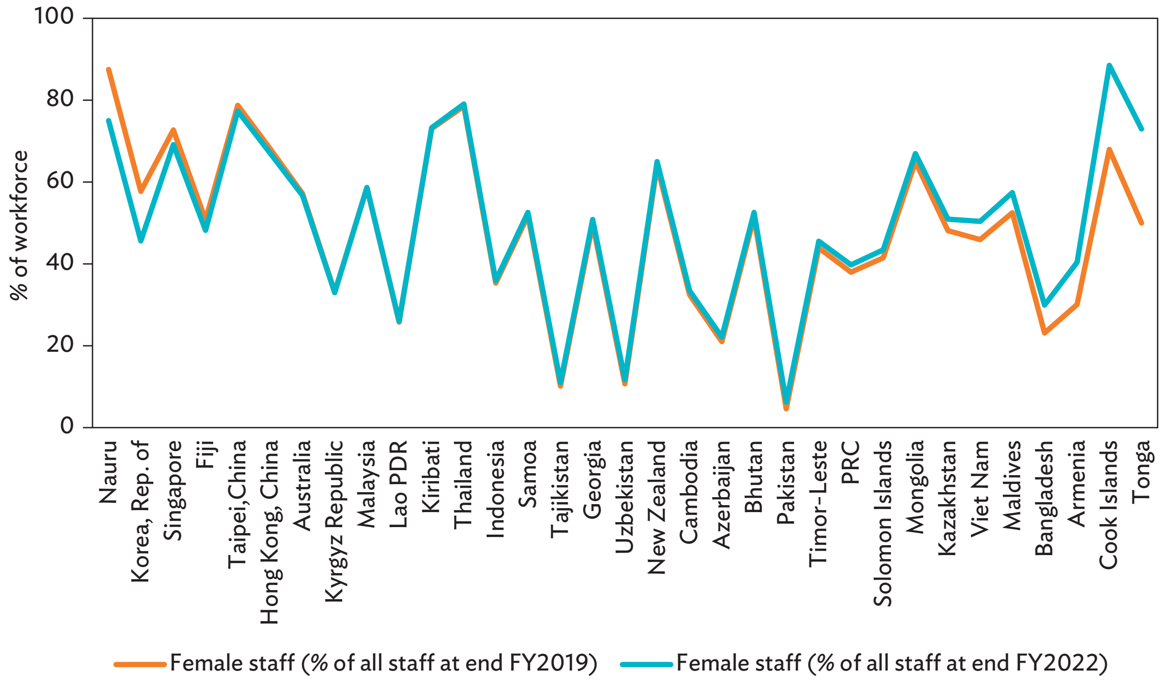


PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Source: ISORA 2023.

Notwithstanding the obvious imbalances highlighted in Figure 7.12, and the likely challenges for many revenue bodies involved in significantly altering their respective recruitment policies and practices during the COVID-19 pandemic (FY2020 and FY2021), there are some positive indications of progress over recent years in improving and/or maintaining levels of female representation across revenue bodies where female representation fell below 40% in FY 2019 (Figure 7.13):

- A significant increase in female representation in Armenia from FY2019 (30%) to FY2022 (40.4%), while most other revenue bodies in Central and West Asia report marginal improvements.
- A significant increase in female representation in Bangladesh from FY2019 (23.1%) to FY2022 (29.9%), while small incremental improvements are seen for Cambodia, Indonesia, and the Lao PDR.

Figure 7.13: Female Representation, FYs 2019 and 2022
(% of workforce)



PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Source: ISORA 2023.

Women in Executive/Senior Management Positions

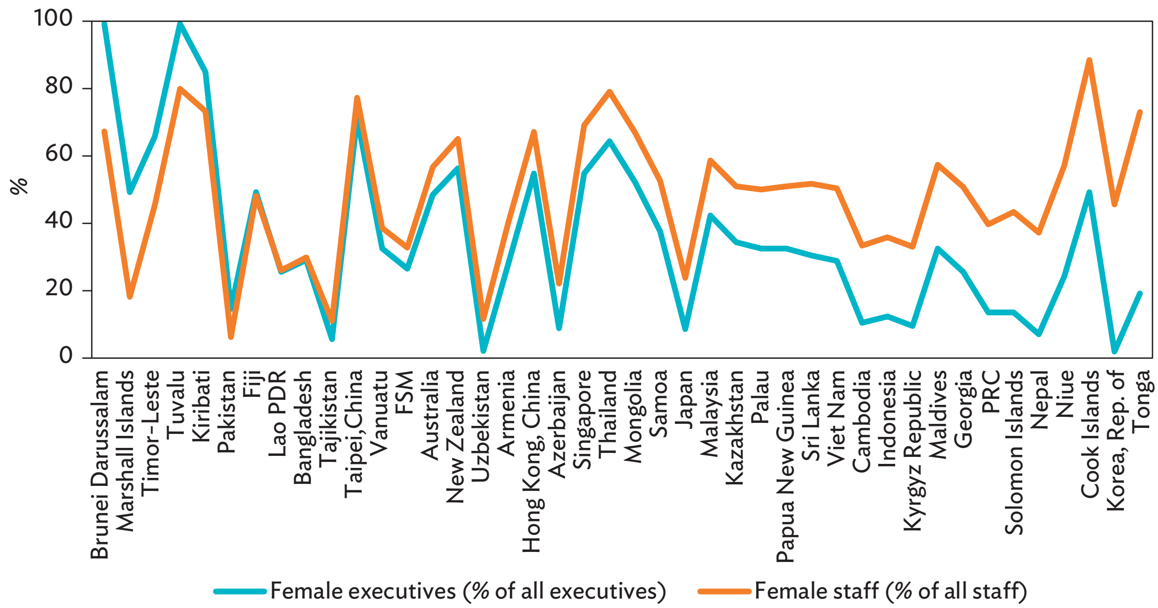
ISORA aims to gather comparable data on the proportion of women in executive positions. For this purpose, it defines the term "executive" as follows:

> *Executives refer to executive level positions that would generally be found within the senior management ranks of an organization and typically have very high levels of responsibility. Their roles are usually broad in scope, and they often oversee large numbers of staff/activities.*

The definition of "executive" used in ISORA was revised in 2019 and came into effect in ISORA 2020 (for FY2018 and FY2019). The new definition sought to give clearer guidance to revenue bodies on the precise nature of the positions the survey sought to have quantified, with a view to improving data comparability across economies. While the new definition appears to have improved data comparability, there continue to be instances where the data reported by some revenue bodies indicate that the definition is still subject to a fairly liberal interpretation (e.g., Bangladesh, Kazakhstan, Pakistan, Uzbekistan, and Viet Nam). On the other hand, for FY2022, Australia reappraised its approach to quantifying the number of "executive staff," resulting in a substantial reduction in the numbers reported (from 5,541 for FY2021 to 215 for FY2022). The data reported by revenue bodies, which are set out in Appendix Tables A.24 and A.25), should accordingly be interpreted with care, bearing these observations in mind.

As Figure 7.14 indicates, the proportions of female staff within the overall workforce and in executive positions in particular continue to reveal significant levels of gender imbalance across Asia and the Pacific, as observed in prior editions of this series. For FY2022, almost one-third of revenue bodies have imbalances exceeding 20% in absolute terms and the revenue bodies concerned are present across all regions. Lowering the benchmark to a level exceeding 10% reveals a situation where more than 50% of revenue bodies have an imbalance in female executive representation.

Figure 7.14: Female Staff and Female Executives, FY2022
(%)



PRC = People's Republicof China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Source: ISORA 2023.

Notwithstanding the imbalances highlighted for FY2022, a comparison across economies of the computations for FY2019 and FY2022 identifies at least 10 economies where tangible improvements were made over those years in female executive representation in absolute terms (Armenia 5.4%; Bangladesh 18.2%; the PRC 3.8%; Fiji 14.7%; Georgia 4.4%; Hong Kong, China 3.4%; Mongolia 23.2%; New Zealand 18.2%; Thailand 7.2%; and Timor-Leste 29.2%).

CHAPTER 8

Financial Resources for Tax Administration

Key Messages

- Comparisons of revenue bodies' administrative expenditure and staffing levels, both over time and between economies, need to be carried out with considerable care, given the widely varying circumstances of, and institutional setups within, the economies included in ISORA, and occasional differences in the interpretation of ISORA's reporting requirements.
- As reported in previous editions of this series, revenue bodies in a small number of developing economies appear considerably under-resourced to carry out their primary role.
- Data reported in ISORA on staff usage across key tax administration functions provide useful insights as to "average" allocations of staff investments, although the data reported vary significantly between revenue bodies; ideally, functional resource allocation should be the by-product of a systematic approach to resource budgeting that aligns resource allocations with organizational objectives and priorities.

FY2022 represented the first full post-pandemic fiscal year for many revenue bodies. For many, it was a time to gradually recommence business-as-usual operations although this effort was compounded for some by backlogs of work, including bulging tax debt inventories. A critical issue for all revenue bodies was the overall level of resources allocated by central authorities for national tax administration, for many against a background of depleted resources for public sector administration as a result of the devasting impact of the pandemic on government revenue coffers.

This chapter provides an account of the financial and human resources allocated to revenue bodies in FY2022 to carry out their mandate and how tax administration operations used these resources.

Various ratios and indicators are used, along with historical data, to highlight similarities and differences across the economies surveyed and to identify trends over time.

Financial Resources for Tax Administration

Data reported in respect of revenue bodies' financial resources and their use for tax administration are presented in Appendix Tables A.11–A.13. These data refer to aggregate operating expenditure (including salaries), salary expenditure, and ICT expenditure, all as defined for ISORA purposes. To identify trends and the impacts of any policy changes, the tables include corresponding data from prior ISORAs (for FY2019, FY2020, and FY2021).

Aggregate Operating Expenditure

For ISORA, the term "operating expenditure" refers to all operating costs including salaries and other overheads but excluding capital costs.

Historical data for levels of aggregate operating expenditure for individual jurisdictions tend to move in line with inflationary trends. However, occasionally, governments make decisions that have a significant impact on a revenue body's expenditure levels (e.g., new staffing investments for expanded programs of work, new investments in automation, additional resources to undertake new roles and responsibilities, expenditure reductions or freezes imposed to meet budgetary objectives). In addition, senior management may make decisions that alter how their total resources are to be used across all tax operations and support functions. As observed in Chapter 2, many revenue bodies report making significant reforms to their organizational structures in FY2022 for a variety of reasons, which may have had implications for aggregate levels of operating expenditures and their usage.

Observing expenditure levels for both FY2022 and FY2021 and ignoring movements resulting from noted structural factors (e.g., Armenia), there is considerable variability in the movements identified, which range from a positive 132.8% (Lao PDR) to a negative 58.8% (Timor-Leste). Just over one-third of revenue bodies report a net reduction in their operating expenditure, including Uzbekistan, where reduced expenditure was accompanied by an overall staffing reduction of around 10%. Five revenue bodies report significantly increased (+20%) expenditure levels: the Kyrgyz Republic, Malaysia, the FSM, Nepal, and Thailand.

Viewed over FYs 2019–2022, the data reveal significant changes (both positive and negative) in the funding levels of several revenue bodies (Appendix Table A.11). Putting aside structural factors that affect year-to-year changes for several revenue bodies (e.g., the PRC and India), relatively large increases (+/−50%) are observed for Azerbaijan, Cambodia, the Kyrgyz Republic, and Tonga. Other than high rates of inflation and, in the case of the Kyrgyz Republic, increased staff resources, no other contributing factors have been identified. Only one revenue body (Bangladesh) reports a significant reduction, while a further nine revenue bodies report modest negative movements over the 4 fiscal years.

Aggregate Salary Expenditure

For ISORA, the term "salary expenditure" refers to the total costs attributable to direct employee costs (including contributions to pension plans) for all roles performed by the tax administration. The reported amount should not include payments to contractors/consultants for services rendered.

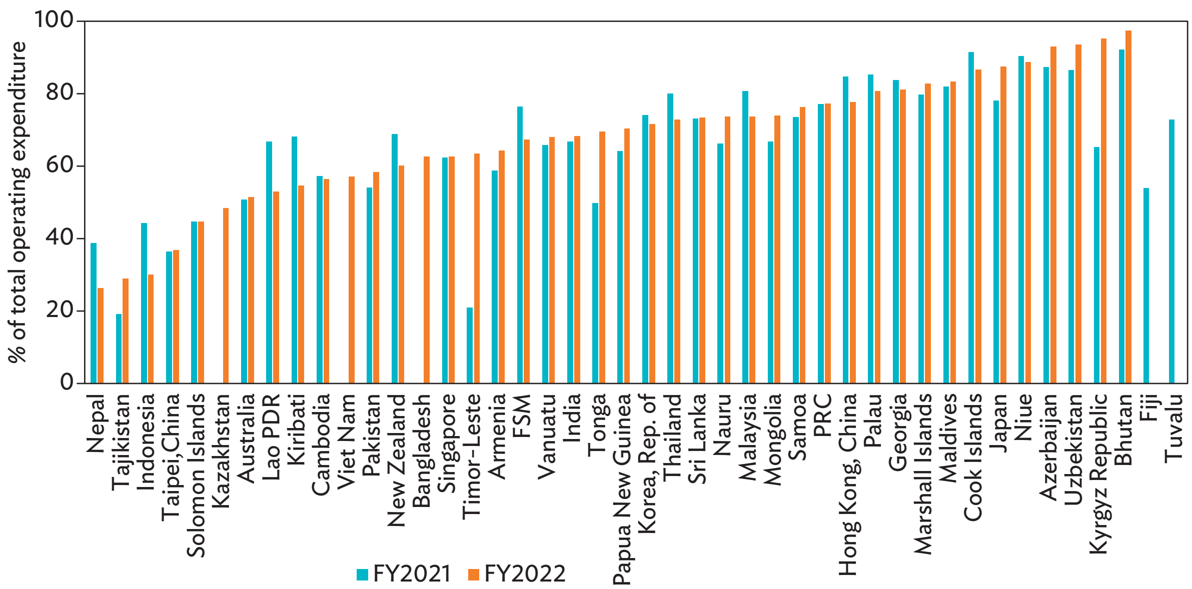
Studies of ISORA data from previous years indicate that staff remuneration typically consumes the largest proportion of a revenue body's total operating expenditure, falling in the range of 60%–70% across the revenue bodies studied. In practice, however, there are exceptions to this, with several revenue bodies consistently reporting substantially higher or lower levels of salary expenditure in relative terms. While the factors that might explain these large variances have not been researched at the level of individual jurisdictions, global experience points to several possible explanations:

(i) differences across economies in the relative remuneration levels of public sector employees,
(ii) differences in staffing profiles resulting from a mix of factors including varying levels of automation and tax law complexity,
(iii) differences across economies in expenditure budgeting policies and practices.

There is also the possibility that some revenue bodies have failed to fully and accurately account for all of the staff remuneration costs attributable to tax administration (e.g., for institutional setups where "corporate" functions are shared across tax and nontax operations).

Figure 8.1 depicts reported salary expenditure as a proportion of total operating expenditure for FYs 2021 and 2022, drawing on data in Appendix Tables A.11 and A.12. As will be apparent, the ratio tends to be reasonably consistent at the level of individual economies but varies enormously across the surveyed population, ranging from less than 30% to over 90%. Across the 42 economies for which data are available, the average (unweighted) ratio computed for FY2022 was just under 68%, a level very much in line with averages for the three prior fiscal years.

Figure 8.1: Salary Expenditure, FYs 2021 and 2022
(% of total operating expenditure)



PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Source: ISORA 2023.

Aggregate Information and Communication Technology Expenditure

For ISORA, the term "ICT expenditure" comprises all expenses covering hardware infrastructure, digital communication infrastructure, computers, software, other ICT areas, and staff working in these areas. Appendix Table A.13 sets out data reported for ICT expenditure for FYs 2019–2022.

With the exception of those fiscal years during which revenue bodies make major ICT investments, as seen for a few economies in FY2022 (e.g., Indonesia, Sri Lanka, and Timor-Leste), the ratio of ICT expenditure to total operating expenditure tends to be reasonably consistent at the level of individual economies over time but varies significantly when observed across surveyed revenue bodies. There are many factors that may explain such variations, and it is not possible to isolate their relevance in a concise way at the level of individual revenue bodies. These include (i) differences in levels of automation and the sophistication of the business systems in place, (ii) institutional arrangements that for some revenue bodies see most or all ICT support provided on a "whole-of-MOF" basis (and not costed and accounted for in ISORA), and (iii) difficulties for some revenue bodies in identifying and accounting for all their ICT expenditure.

Concerning (i), the significant divergences in the economic, demographic, and geographic characteristics of the economies in Asia and the Pacific suggest it may be more meaningful to contrast levels of ICT expenditure for surveyed revenue bodies having regard to their staff size. For this purpose, Table 8.1 classifies available ISORA data from revenue bodies in Asia and the Pacific on ICT expenditures over 4 fiscal years according to categories grouped by staff size. While the data available for some revenue bodies are patchy and/or variable year-to-year owing to one-off large capital investments, the average rates of ICT expenditure calculated point to an inverse relationship: smaller economies tend to have a higher average rate, and the average rate declines with increased size, most likely because of "economy of scale" factors.

Table 8.1: Average ICT Expenditure Levels for Tax Administration, FYs 2019–2022

Revenue Body Size Category (FTEs)	Economies with Data for at Least One FY	Average ICT Expenditure (% of total expenditure)			
		FY2019	FY2020	FY2021	FY2022
>10,000	12	5.1	6.3	6.9	6.0
1,001–10,000	16	9.4	7.7	9.3	12.7
100–1,000	7	10.5	12.4	11.8	59.3
<100	8	7.6	9.3	3.7	5.5

FTE = full-time equivalent, FY = fiscal year, ICT = information and communication technology.
Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

An additional consideration is whether the reported levels of ICT expenditure include the salary costs of all staff employed in the provision of ICT support functions. As highlighted later in this chapter, reported staff usage for ICT support expressed in percentage terms is quite variable across economies, even in the case of similarly sized revenue bodies (e.g. Australia, the ROK, and Thailand).

Regional Comparisons of Operating Expenditure

Aggregate data on total operating expenditure for groupings of revenue bodies have limited use in a comparative sense and ideally need to be incorporated into measures that put them in a relative context. One such measure, known as the "cost of collection ratio," is sometimes used for this purpose and is also used by some revenue bodies as a high-level measure of their efficiency and/or effectiveness (Box 8.1).

Box 8.1: The Cost of Collection Ratio

The cost of collection ratio is calculated by comparing a revenue body's total operating expenditure on tax administration with its annual net tax revenue collections. It is generally expressed as the cost to collect 100 units of tax revenue and displayed over a number of years to identify trends in its movement. The ratio is computed and published by many revenue bodies globally, including several in Asia and the Pacific (e.g., Australia, Indonesia, the Philippines, Singapore, and Sri Lanka).

All other things being equal, a downward trend in the ratio over several years is indicative of improvements in efficiency and/or effectiveness. However, movements in the ratio can also be affected by factors unrelated to changes in efficiency or effectiveness, which may not be easy to isolate for attribution purposes. For example, the ratio may vary significantly over time owing to one or more of the following:

continued on next page

Box 8.1 continued

(i) economic factors (e.g., economic downturns, as seen with the pandemic in FY2020 and FY2021 and elevated prices for natural resources [e.g., oil], with direct flow-on impacts to tax revenue collections);

(ii) changes in tax rates and other aspects of tax policy;

(iii) changes in the range of taxes and other revenues collected by a revenue body; and

(iv) policy decisions that result in significant changes to a revenue body's operating expenditure (e.g., a significant expansion of the workforce or a program of radical downsizing of staff).

When interpreting the ratio and its trend over time for an individual revenue body, it is important to be aware that such factors may be relevant.

A final point to note concerns the value of the cost of collection ratio itself. An exceptionally low ratio (e.g., one less than 0.5) for a national revenue body collecting a broad mix of taxes is more than likely to be indicative of an underinvestment in resources for tax administration. Experience shows that, for many national revenue bodies, the ratio typically falls within the range 0.50–1.0 and fluctuates over time owing to the sorts of factors mentioned in (i) to (iv) above. Ratios of less than 0.50 are sometimes observed in developing economies and are best interpreted in conjunction with other measures available to gauge levels of resource investment (e.g., number of labor force participants or citizens per one full-time time staff resource). On the other hand, consistently high ratios (i.e., over 1.5) are likely to be indicative of an institutional setup for tax administration that oversees a relatively narrow range of taxes and/or an overinvestment in tax administration resources.

Source: Authors' compilation.

Computations of cost of collection ratios for the economies included in this series are set out in Table 8.2 for FYs 2019–2022 where all relevant data have been reported in ISORA. The table also draws attention to several "structural" factors to bear in mind when contrasting the computed ratios of revenue bodies of different economies. These factors include differences in (i) the range of taxes administered; (ii) institutional setups (e.g., separate administration of direct and indirect taxes, the operation of combined tax and customs administrations); and (iii) the range of responsibilities and functions the revenue body undertakes. For revenue bodies that are also responsible for customs administration, computation of the ratio depends on the accuracy of the estimates made to apportion aggregate operating expenditure between tax and customs operations (including for support functions).

Form the data reported and related computations, and allowing for pandemic impacts in FY2020, a few observations can be made:

- The ratios for FYs 2019–2022 for quite a number of economies (e.g., Indonesia; the ROK; the Kyrgyz Republic; New Zealand, Tajikistan; Taipei,China; and Uzbekistan) reveal a consistently declining trend over the years, more than likely resulting from a mix of factors (e.g., efficiencies resulting from tax administration reforms, more favorable economic conditions, changes in tax policy settings, and/or improved levels of tax compliance).
- The ratio for FY2022 is significantly impacted (downward) by relatively large reductions in total operating expenditure for several revenue bodies (e.g., Japan, PNG, Sri Lanka, Timor-Leste, and Uzbekistan).

- Computations of the ratio for the fiscal years also highlight several economies (i.e., Bangladesh, Nepal, and Solomon Islands) where the ratio is exceptionally low (i.e., well under 0.50) relative to other economies. Exceptionally low collection ratios are likely to be indicative of an underinvestment in tax administration staff resources, especially in areas such as verification and enforcement, and potentially in important support functions such as staff development and training and internal audit. Other data presented later in this chapter on staff resource levels viewed in comparative terms support this observation.

Finally, many of the structural factors described in Box 8.1 that complicate comparability of the ratio between economies are present across surveyed revenue bodies. As is evident from Appendix Table A.15, these include the collection of domestic excises and social security contributions (SSCs) by separate bodies (i.e. customs and social security bodies, respectively).

Table 8.2: Total Operating Expenditure as a Share of Total Tax Collections, FY2019–FY2022

Region/ Economy	Actual (or estimated) Total Operating Expenditure (% of net tax collected)				Known Structural Factors Affecting the Comparability of Ratios Reported
	FY2019	FY2020	FY2021	FY2022	
Central and West Asia					
Armenia	1.23	1.17	2.04[a]	0.77	
Azerbaijan	0.77	1.32	0.90	0.83	Revenue base includes SSC
Georgia	0.38	0.45	0.42	0.30	
Kazakhstan	0.29	...	...	0.35	Revenue base includes SSC
Kyrgyz Republic	1.46	1.05	0.89	0.81	Revenue base includes SSC
Pakistan	0.69[a]	0.66[a]	0.85[a]	0.49	
Tajikistan	0.78	0.91	0.74	0.61	Revenue base includes SSC
Uzbekistan	1.21	0.82	0.88	0.57	Revenue base includes SSC
East Asia					
PRC	0.55	0.51	0.79[b]	0.77	Revenue base includes SSC and sub-national taxes
Hong Kong, China	0.47	0.56	0.53	0.46	Excises administered by customs
Japan	1.24	1.29	1.22	0.99	SSC collected by another body.
Korea, Rep. of	0.58	0.61	0.52	0.48	SSC collected by another body.
Mongolia	0.51	1.03	0.47	0.31	SSC collected by another body.
Taipei,China	1.12	1.06	1.00	0.84	SSC collected by another body.
Pacific					
Australia	0.85	0.94	0.89	0.78	
Cook Islands	0.79	0.97	1.42	1.32	Excises administered by customs
Fiji	1.03	1.80	1.91	...	
Kiribati	1.06	1.92	1.08	1.06	
Marshall Islands	...	...	0.51	0.52	
FSM	...	...	4.38	4.77	
Nauru	0.95	0.65	0.61	0.67	
New Zealand	0.70	0.75	0.57	0.52	Excises administered by customs.
Niue	...	...	3.09	5.50	
Palau	...	1.44	2.80	2.67	
Papua New Guinea	1.07	0.92	1.00	0.52	Excises administered by customs.

continued on next page

Table 8.2 continued

Region/ Economy	Actual (or estimated) Total Operating Expenditure (% of net tax collected)				Known Structural Factors Affecting the Comparability of Ratios Reported
	FY2019	FY2020	FY2021	FY2022	
Samoa	1.04	1.38	1.01	1.03	
Solomon Islands	...	0.31	0.35	0.82	
Tonga	1.52	2.64	2.17	2.97	
Tuvalu	...	...	3.98	3.02	
Vanuatu	...	1.04	3.25	1.84	
South Asia					
Bangladesh	0.33	0.31	...	0.16	
Bhutan	...	...	0.68	0.53	
India	0.62	0.66	0.79	0.64	Revenue base includes indirect taxes from FY2021.
Maldives	0.63	0.96	0.75	0.60	Income tax from 2020; excises are under customs.
Nepal	0.72	0.30	0.23	0.41	
Sri Lanka	0.44	0.87	0.74	0.39	Excises administered by customs.
Southeast Asia					
Brunei Darussalam					
Cambodia	0.45	0.63	0.56	0.42	Excises collected by customs; SSC by another body.
Indonesia	0.48	0.54	0.50	0.41	Excises collected by customs; SSC by another body.
Lao PDR	...	...	0.33	0.72	
Malaysia	1.74	2.10	1.75	1.78	Revenue body administers direct taxes only.
Philippines	0.41	0.49	0.55	...	SSC collected by another body.
Singapore	0.80	0.79	0.84	0.72	Excises administered by customs.
Thailand	0.55	0.64	0.56	0.68	Excises administered by customs.
Timor-Leste	...	...	0.59	0.16	Inclusion of taxes from natural resources (FY2022)
Viet Nam	0.97	1.07	0.88	0.93	SSC collected by another body.

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Armenia and Pakistan: The amounts of reported operating expenditure appear to include customs administration.

[b] PRC: From FY2021, operating expenditures were integrated for central and local authorities.

Sources: ISORA 2020; ISORA 2021; ISORA 2022; ISORA 2023.

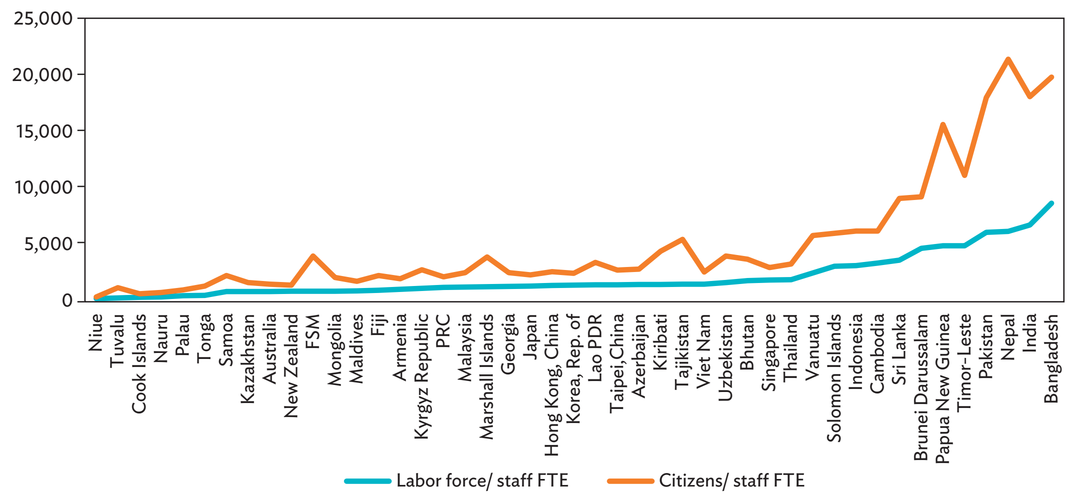
Overall Staff Usage in Tax Administration

Appendix Table A.8 sets out estimates of annual staff resource usage (expressed in terms of FTEs) reported for tax administration operations. ISORA adopts the generally accepted measure of staff usage to contrast annual staff resource usage for tax administration—an FTE of 1.0 means resources equal to one staff member available full time for an entire year. FTEs provide a measure of the human resources available and used, not their cost. Where a revenue body does not use the FTE concept, ISORA guidance suggests using average staff numbers for a fiscal year as an estimate for FTEs, where "average staff numbers" equal the number of staff at the beginning and end of a fiscal year, divided by two. It is important to note that the data reported refer to the administration of central government taxes. For comparative purposes, the ISORA data are intended to exclude resources devoted to nontax roles, including customs administrations where applicable, although a few revenue bodies (e.g., Kazakhstan and Pakistan) have not always followed this practice for some fiscal years, as noted in Appendix Table A.8.

Leaving aside known changes in the basis of reporting these aggregate data (India, Kazakhstan, and Pakistan), the 4-year data reported in Appendix A.8 reflect a fairly stable pattern, with substantial changes (+/–15%) in staff usage observed for only a small number of revenue bodies. Large increases in relative terms over the period are apparent in Bangladesh (36.8%), the Cook Islands (41.7%), and the Kyrgyz Republic (17.6%) reflecting large investments of new resources in tax administration. On the other hand, several revenue bodies report relatively large reductions in resource usage, notably Georgia (24.6%), New Zealand (21.9%), Tonga (31.5%), and Uzbekistan (15.7%). For New Zealand, the reduction in staffing results from savings derived from new technology investments and the increasing automation of tax administration over the period 2016–2021 as part of the Inland Revenue's Business Transformation Programme.

To reflect a degree of relativity across the population of revenue bodies surveyed, the FTE usage data for FY2022 are contrasted with published labor force and citizen population data to compute two staffing comparability ratios: (i) the number of labor force participants/one revenue body FTE, and (ii) the number of citizens/one revenue body FTE. Individual economy ratios are set out in Appendix Table A.8 and depicted in Figure 8.2.

Figure 8.2: Labor Force Participants and Citizens/ Staff FTE, FY2022



PRC = People's Republic of China, FTE = full-time equivalent, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Sources: ISORA 2023; ADB. 2023 Key Indicators for Asia and the Pacific.Manila.

The computed staff ratios vary enormously across the economies reported and highlight the relatively low staff strength of revenue bodies in many developing/low-income economies, including a few that support very large citizen populations (e.g., Bangladesh, India, and Pakistan) (Appendix Table A.2 Part 1). Factors that explain in part these widely differing ratios include limited resources of governments for public sector administration in lower-income economies and underlying differences in tax system design (i.e., tax mix and administrative design). It should also be noted that, for a few economies, the ratio computed for the revenue body is not entirely comparable with the broader population. For example, revenue bodies in Brunei Darussalam, Palau, and Vanuatu all administer tax systems that are comparatively narrow in terms of the scope of taxes administered, while the Inland Revenue Board of Malaysia is responsible only for the administration of direct taxes.

Allocation of Staff Resources of Revenue Bodies to Key Tax Functions

Revenue bodies typically receive an annual or multiyear budget of funds for staff resources that they must allocate across the mix of operational and support functions for tax administration and any other roles they are required to perform. Given the resource limits that inevitably apply, this requires making careful choices as to how best to allocate these resources across the mix of work and support areas in order to meet strategic and operational goals and objectives.

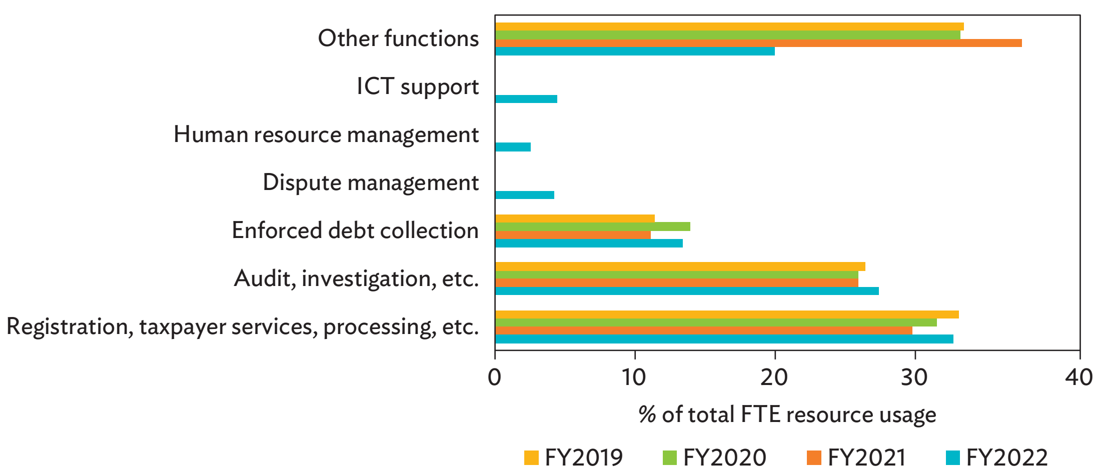
There is no universal formula that can be readily applied to determine the optimal allocation of staff resources across the operational and support areas of revenue bodies. Tax systems vary significantly in terms of the administrative demands they place on revenue bodies globally, and many other factors come into play, including (i) the level of digital maturity of the revenue body and its client taxpayers; (ii) tax compliance levels; (iii) the extent to which third parties (e.g., tax intermediaries and financial institutions) are engaged in the conduct of tax administration operations; (iv) general levels of taxpayer awareness and morale; and (v) organizational capabilities such as in HRM (e.g., staff development).

ISORA employs a function-based framework to gather data on the use of staff resources across the various work areas involved in conducting tax administration. Commencing with ISORA 2023, the framework was expanded to seven functional categories (previously four) in order to gather a richer array of data for comparative analysis purposes. The expanded range of functional categories groups is described later in this section, with new functional categories numbered 4 to 6 (dispute management, HRM, and ICT support).

Resource Usage in FY2022

The ISORA data reported by revenue bodies on their staff allocations to all groupings of work for FY2022 are set out in Appendix Tables A.9 and A.10 and depicted in summary form in Figure 8.3, along with comparable information, where available, for prior fiscal years.

Figure 8.3: Staff Resource Usage (by functional group), FYs 2019–2022



FTE = full-time equivalent, FY = fiscal year, ICT = information and communication technology.
Sources: ISORA 2023, ISORA 2022, ISORA 2021, ISORA 2020.

The data presented are subject to some limitations and qualifications. Several larger revenue bodies (the PRC, Kazakhstan, and Pakistan) failed to report full or any data, while the value of staff usage eight revenue bodies report for the resource category "other functions" is material (exceeding 30%) and, as a result, reduces the scope for meaningful analysis. An additional issue is that the functional groupings within the ISORA framework may not readily align with the organizational structures of some revenue bodies, meaning their officials may have used some level of estimation for ISORA reporting purposes. For all these reasons, readers should view the data as broad estimates of the values they represent rather than as precise absolute values. These limitations and qualifications aside, some insightful observations and findings can be made for each group of functions.

1. Registration, Taxpayer Services, and Returns and Payment Processing

This group includes all functions at headquarters and operating offices related to taxpayer registration; taxpayer services and education; processing returns and payments, including electronic returns and payments; reconciling accounts; and processing refunds.

For FY2022, resource allocations for these functions varied significantly across revenue bodies, ranging from 4% to 64%, and averaging 31.3%, a level similar to that observed in the prior 3 fiscal years. Allocations at the aggregate level appear unusually high (i.e., over 50% in four economies—Hong Kong, China; Japan; the ROK; and Tajikistan), as observed in previous reports.

2. Audit, Investigation, and Other Verification

Included in this group are functions at headquarters and operating offices related to audit, investigation, and other tasks involved with the verification of taxpayer statements and claims.

Resource allocations for this group averaged 26.2% for FY2022, an increase over prior fiscal years when the average allocation reported was 25%. This increase is thought to result from the recommencement of "business-as-usual" levels of verification activities across most revenue bodies following their curtailment during the COVID-19 pandemic in FY2020 and FY2021. The average allocations reported vary significantly across revenue bodies (ranging from 6% to 61%) and, at the aggregate level, appear relatively high (i.e., over 50%) for two revenue bodies (Georgia and Taipei,China) and relatively low (i.e., below 10%) for revenue bodies in Hong Kong, China; Niue; and Tajikistan.

3. Enforced Debt Collection, etc.

This group includes functions at headquarters and operating offices related to debt collection and enforcement.

Resource allocations for this group average 12.8% for FY2022, a fair increase on the average level reported in FY2021 (10.6%). This increase is also likely to reflect the recommencement of normal enforcement activities by revenue bodies in many economies following the end of the pandemic. Overall, average allocations for this functional category were subject to less overall variation, albeit still ranging from 1% to 47%. Rates of 5% or less, which are relatively low by advanced economy standards, were reported by five revenue bodies (Australia, Indonesia, Sri Lanka, Timor-Leste, and Viet Nam). The significance of these relatively low allocations needs to be appraised in the context of their respective debt inventories, a topic addressed in Chapter 6.

4. Dispute Management

Included in this group are functions at both headquarters and operation offices dedicated to the management of objections and appeals; public and private rulings; and interpretations of tax legislation, including analysis of potential tax law changes.

Resource allocations for this group—not previously captured in ISORA—averaged 4.0% for FY2022. While the vast majority of average allocations did not exceed 5%, some extreme amounts (in excess of 15%) are observed for three Pacific island economies (the Marshall Islands, Nauru, and Palau), for reasons which have not been identified.

5. Human Resource Management

This group includes functions at both headquarters and operating offices dedicated to the delivery of support associated with personnel operations, workforce planning, staff recruitment and performance management, staff engagement and well-being, career development, reward management, staff development and training (including dedicated training centers that are part of the organization), and human resource analytics.

Resource allocations for this group—not previously captured in ISORA—averaged 2.4% for FY2022. Average resource allocations for this group reveal some level of inconsistency across similarly sized revenue bodies.

6. ICT Support for All Aspects of Tax Administration

Included in this group are functions at both headquarters and operating offices dedicated to the planning, delivery, and maintenance of ICT infrastructure, software, and equipment that support the conduct of tax administration operations and the running of the revenue body. This category is expected to exclude ICT-related personnel accounted for in operational functions 1–5, as described.

Resource allocations for ICT support—not previously captured in ISORA—averaged 4.3% for FY2022. While the vast majority of reported allocations did not exceed 4%, comparatively high allocations are observed for Australia (10%), Nepal (20%), Samoa (14%), and Singapore (12%). There are also comparatively low allocations reported for similarly sized revenue bodies identified in Table 8.3, including a concentration of economies in Central and West Asia.

The accuracy of the average allocation calculated for this support category is subject to a few qualifications: (i) for some revenue bodies, ICT support is obtained from the central area of the MOF (or its equivalent) on a "shared services" basis and the reported FTE usage is unlikely to be reflected in revenue body records of staff resource usage; and (ii) for revenue bodies with large office networks, some ICT support usage at the subnational level may not have been fully accounted for.

Table 8.3: Resource Allocations for ICT Functions, FY2022

Revenue Bodies with Low Allocations for ICT Support			Revenue Bodies with High Allocations for ICT Support		
Economy	Total FTEs	ICT Support (%)	Economy	Total FTEs	ICT Support (%)
Tajikistan	1,843	0.4	Singapore	1,943	12.0
Kyrgyz Republic	2,570	3.7	Sri Lanka	2,456	5.0
Azerbaijan	3,681	2.1	Hong Kong, China	2,934	6.1
Uzbekistan	9,115	0.7	Taipei,China	8,711	4.2
Thailand	22,259	2.5	Australia	18,445	9.5

FTE = full-time equivalent, FY = fiscal year, ICT = information and communication technology.
Source: ISORA 2023.

7. Other Functions

This final group includes functions at both headquarters and operating offices dedicated to all other support or operational activities required for national tax administration (e.g., corporate planning, finance, legal services, accommodation, internal audit, media and public relations, supplies, and security).

As expected (and intended), average resource allocations for this group declined materially in ISORA 2023, falling from 36% (FY2021) to 19% (FY2022). Notwithstanding this improvement, the ratio appears unusually high (over 30%) in eight revenue bodies (Azerbaijan, Kiribati, the Kyrgyz Republic, Malaysia, PNG, Thailand, Timor-Leste, and Viet Nam).

Allocation of Staff Resources for the Headquarters Function

Headquarters functions are a core element of a revenue body's organizational setup and need to be adequately resourced to effectively support revenue administration at the national level. The term "headquarters functions" is defined in ISORA 2023 guidelines as follows:

> *Headquarters functions refers to those central units or functions of a tax administration not normally involved in operational activity or casework. Headquarters generally perform overarching functions such as strategic planning, development and approval of corporate policies, processes and procedures, reporting, monitoring, and evaluation of organizational performance, development and promulgation of high-level communications, stakeholder consultation, budgeting and finance, human resources (including training academies),information technology, and procurement. They can also include providing high-level technical advice on interpretation of the laws and advice to MOF and government on tax policies and their administration.*

Data gathered in ISORA 2023 in respect of FTE usage in FY2022 for what are termed "headquarters functions" are set out in Appendix Table A.8. The data reported reflect significant variability, ranging from 2% to 100%. Twenty revenue bodies report an HQ staffing level in the range of 10%–30%, which may approximate a typical headquarters operation.

The ISORA definition of "headquarters" is expressed in fairly broad terms and, drawing on observations of ISORA data reported over many years, appears open to differing interpretations, as well as being influenced by geographical and institutional design factors. For example:

- Revenue bodies in Bangladesh, India, Indonesia, Japan, the ROK, Pakistan, Thailand, and Viet Nam all report, in a comparative sense, very small headquarters operations that do not exceed 7% of total FTE usage. However, all of these revenue bodies operate with large office networks overseen by a layer of regional management performing roles that are elsewhere carried out centrally, as seen in Australia, for example (Table 8.4).
- In some small island economies, where both the headquarters and operational activities are co-located, there may be difficulties in clearly delineating the use of staff resources between headquarters functions and operational activities.

Table 8.4: Staff Usage for Headquarters Functions and Office Networks, FY2022

Economy	FTE Usage on Headquarters Functions (% of total)	Office Network (no. of offices)		
		Regional/Area	Local	Other
Australia	33	21	0	2
Bangladesh	2	71	907	1
India	3	18	500	42
Indonesia	7	33	560	5
Japan	2	12	524	22
Korea, Rep. of	5	6	140	0
Thailand	7	12	969	2
Viet Nam	2	63	711	1

FTE = full-time equivalent, FY =fiscal year.
Sources: ISORA 2023, ISORA 2019.

Appendixes

Table A.1: Revenue Bodies Included in the Series and Related Information, 2023

Region/Member	Name of Revenue Body	Fiscal Year Ends
Central and West Asia		
Armenia	Armenia debt annual report	31 December
Azerbaijan	State Tax Service	31 December
Georgia	Revenue Service	31 December
Kazakhstan	State Revenue Committee	31 December
Kyrgyz Republic	State Tax Service	31 December
Pakistan	Federal Board of Revenue	30 June
Tajikistan	Tax Committee	31 December
Uzbekistan	State Tax Committee	31 December
East Asia		
PRC	State Taxation Administration	31 December
Hong Kong, China	Inland Revenue Department	31 March
Japan	National Tax Agency	31 March
Korea, Rep. of	National Tax Service	31 December
Mongolia	General Department of Taxation	31 December
Taipei,China	Taxation Administration	31 December
Pacific		
Australia	Australian Taxation Office	30 June
Cook Islands	Revenue Management Division	30 June
Fiji	Fiji Revenue and Customs Service	31 December
Kiribati	Taxation, Ministry of Finance and Economic Development	30 June
Marshall Islands	Division of Customs, Treasury, Revenue, and Taxation (MOF)	30 September
FSM	Customs and Tax Administration	30 September
Nauru	Nauru Revenue Office	30 June
New Zealand	Inland Revenue Department	31 March
Niue	Niue Taxation Office	30 June
Palau	Bureau of Revenue and Taxation	30 September
Papua New Guinea	Internal Revenue Commission	31 December
Samoa	Ministry of Customs and Revenue	30 June
Solomon Islands	Inland Revenue Division	31 December
Tonga	Ministry of Revenue and Customs	30 June
Tuvalu	Inland Revenue Department	30 June
Vanuatu	Customs and Inland Revenue Department	31 December
South Asia		
Bangladesh	National Board of Revenue	30 June
Bhutan	Department of Revenue and Customs	30 June
India	Central Board of Direct Taxes	31 March
Maldives	Maldives Inland Revenue Authority	31 December
Nepal	Inland Revenue Department	15 July
Sri Lanka	Inland Revenue Department	31 December
Southeast Asia		
Brunei Darussalam	Revenue Division	31 March
Cambodia	General Department of Taxation	31 December
Indonesia	Directorate General of Taxes	31 December
Lao PDR	Tax Department	31 December
Malaysia	Inland Revenue Board of Malaysia	31 December
Philippines	Bureau of Internal Revenue	31 December
Singapore	Inland Revenue Authority of Singapore	31 March
Thailand	Revenue Department	30 September
Timor-Leste	Timor-Leste Tax Authority	31 December
Viet Nam	General Department of Taxation	31 December

PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, MOF = Ministry of Finance.

Sources: ISORA 2018; ISORA 2022; ADB. 2023. *Key Indicators for Asia and the Pacific 2023*.

Table A.2a: ADB Members (Asia and the Pacific)—Demographic, Economic, and Social Indicators (Part 1)

Region/Economy	Population, 2022 (000's)		Citizens Aged 15–64 Years, 2022 (% of total)	Life Expectancy at Birth (both sexes) (years)		Adult (15 years and older) Literacy (both sexes) (%)	
	Citizens	Labor Force		2010	2022	2010	2020
Central and West Asia							
Armenia	2,780	1,386	66.4	73.2	73.4	99.7 (2011)	99.8
Azerbaijan	10,142	5,143	69.4	69.5	72.5	99.8[a]	99.8 (2019)
Georgia	3,713	1,864	64.1	72.1	71.6	99.7 (2002)	99.6 (2019)
Kazakhstan	19,622	9,632	62.3	68.1	69.5	99.8[b]	99.8[b] (2018)
Kyrgyz Republic	6,975	2,719	61.0	68.3	70.5	99.2 (2009)	99.6[b] (2018)
Pakistan	235,825	78,909	59.2	64.4	66.4	55.4	58.0 (2019)
Tajikistan	9,953	2,613	60.3	67.7	71.3	99.5 (2000)	99.8[b] (2019)
Uzbekistan	35,648	14,040	64.7	69.2	71.7	100.0 (2013)	100.0 (2019)
East Asia							
PRC	1,412,175	781,832	69.1	75.6	78.6	95.1	96.8[b] (2018)
Hong Kong, China	7,346	3,815	69.0	83.0	84.3	...	...
Japan	125,125	68,931	58.5	82.9	81.8	...	...
Korea, Rep. of	51,628	29,203	70.9	80.8	84.0	98.0 (2009)	...
Mongolia	3,398	1,363	62.9	67.2	72.7	98.3	99.2
Taipei,China	23,265	11,853	70.7	79.2	80.9 (2021)	....	...
Pacific							
Australia	26,005	14,126	64.9	82.1	81.7	...	....
Cook Islands	19	8	64.7	73.5	75.1	...	...
Fiji	930	376	65.5	67.3	68.3	...	...
Kiribati	131	42	60.1	65.0	67.7	98.3 (2011)	....
Marshall Islands	42	13	63.0	63.2	65.1	...	...
FSM	114	23	63.5	71.2	70.9	...	...
Nauru	13	5	58.9	59.6	64.0	...	...
New Zealand	5,124	2,955	65.2	81.1	.81.3	...	...
Niue	2	1	...	68.4	71.2	...	...
Palau	18	8	69.1	65.6	65.4	99.5[b] (2013)	96.6 (2015)
Papua New Guinea	10,143	3,139	62.6	63.0	66.0	61.6[b]	...
Samoa	222	75	57.2	72.2	72.6	99.0 (2011)	99.1[b] (2018)
Solomon Islands	724	369	57.4	68.7	70.7	76.6[b] (2009)	...
Tonga	107	37	59.5	70.3	71.3	99.4 (2011)	99.0[b] (2018)
Tuvalu	11	2	61.9	64.0	64.9	...	...
Vanuatu	327	137	56.9	69.6	70.5	79.4[b] (2004)	87.5[b] (2018)
South Asia							
Bangladesh	171,186	74,459	68.0	68.6	73.7	58.8 (2011)	74.9
Bhutan	782	377	71.6	68.4	72.2	55.3 (2012)	66.6 (2017)
India	1,417,173	523,839	67.8	66.9	67.7	69.3 (2011)	74.4[b] (2018)
Maldives	524	261	73.5	77.7	80.8	98.4 (2006)	97.7 (2016)
Nepal	30,548	8,701	65.0	66.8	70.5	59.6 (2011)	67.9[b] (2018)
Sri Lanka	22,181	8,715	65.6	73.2	76.6	91.2	92.4
Southeast Asia							
Brunei Darussalam	449	225	71.8	74.8	74.6	96.1(2011)	97.2[b] (2018)
Cambodia	16,768	9,020	65.2	67.7	69.9	76.1 (2009)	80.5 (2015)
Indonesia	275,501	137,261	67.9	68.7	68.3	92.8 (2011)	96.0
Lao PDR	7,529	3,073	64.9	64.0	69.0	58.3[b] (2011)	84.7 (2015)
Malaysia	33,938	16,310	69.8	74.4	76.3	93.1	95.0 (2019)
Philippines	115,559	46,990	64.2	70.8	72.2	95.4 (2008)	96.3 (2019)
Singapore	5,637	3,493	73.0	81.7	84.1	95.9	97.1
Thailand	71,697	40,237	69.3	76.1	79.7	96.4	93.8 (2018)
Timor-Leste	1,341	586	60.1	65.3	69.1	58.3	68.1[b] (2018)
Viet Nam	98,187	55,951	68.5	73.5	74.6	93.5 (2009)	95.8 (2019)

... = no data at cut-off date, PRC = People's Republic of China, GDP = gross domestic product, GNI = gross national income, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Notes: [a] based on national estimates; [b] based on UNESCO Institute for Statistics estimates.

Sources: ADB. 2023. *Key Indicators for Asia and the Pacific 2023*; ADB; and World Bank (accessed on 31 January 2024 at https://data.worldbank.org/indicator/SL.TLF.TOTL.IN.

Table A.2b: ADB Members (Asia and the Pacific)—Demographic, Economic, and Social Indicators (Part 2)

Region/Economy	Communications: Access per 100 People, 2021		Women in Senior and Middle Management Positions		Human Development		Corruption Perceptions	
	Mobiles	Internet	2019	2022	Index, 2022	Change in Ranking, 2015–2022	Index Score, 2023	Net Change, 2016–2023
Central and West Asia								
Armenia	129	79	24.4	29.7 (2021)	H (0.786)	8	47	14
Azerbaijan	105	86	34.9	35.4	H (0.760)	–11	23	–7
Georgia	148	76	36.7	34.0	VH (0.814)	10	53	–4
Kazakhstan	128	91	41.1	40.8	VH (0.802)	–11	39	10
Kyrgyz Republic	130	78	40.9	35.8 (2021)	H (0.701)	3	26	–2
Pakistan	82	21	6.3	7.8 (2021)	L (0.540)	–17	29	–3
Tajikistan	119	...	...	...	M (0.679)	3	20	–5
Uzbekistan	103	77	...	...	H (0.727)	–1	33	12
East Asia								
PRC	122	73	...	...	H (0.788)	15	42	2
Hong Kong, China	319	93	35.4	38.3	VH (0.956)	8	75	–2
Japan	163	83	14.7	13.1	VH (0.920)	–7	73	1
Korea, Rep. of	141	98	15.4	14.6	VH (0.929)	–1	63	10
Mongolia	140	84	41.8	38.9	H (0.741)	–4	33	–5
Taipei,China	124	90	29.5	30.5 (2021)	...	...	67	6
Pacific								
Australia	105	96	34.6	38.2 (2021)	VH (0.946)	–8	75	–4
Cook Islands	100	...	56.0	...	...	...	...	...
Fiji	107	88	...	...	H (0.729)	–13	52	...
Kiribati	41	54	38.5	40.9 (2021)	M (0.628)	0	...	...
Marshall Islands	38	...	25.1	32.7 (2021)	...	...	...	...
FSM	19	40	...	...	M (0.634)	...	...	...
Nauru	80	84	...	57.6 (2021)	M (0.696)	...	...	...
New Zealand	114	96	...	...	VH (0.939)	–3	85	–5
Niue	...	...	...	40.7	...	...	...	...
Palau	133	...	...	45.5 (2020)	H (0.797)	–11	...	...
Papua New Guinea	48	32	...	17.7	M (0.568)	0	29	1
Samoa	32	78	...	40.7	H (0.702)	–12	...	...
Solomon Islands	67	36	...	...	M (0.562)	0	43	1
Tonga	61	72	...	32.1 (2021)	H (0.739)	3	...	...
Tuvalu	80	72	...	35.7	M (0.653)	...	...	...
Vanuatu	78	66	22.6	36.2 (2020)	M (0.614)	–6	48	2 (2017)
South Asia								
Bangladesh	109	39		8.9	M (0.670)	10	24	–2
Bhutan	100	86	17.8	16.6	M (0.681)	7	68	3
India	82	46	17.0	16.2	M (0.644)	3	39	–1
Maldives	135	86	22.6	...	H (0.762)	18	39	3
Nepal	127	52	...	...	M (0.601)	–2	35	6
Sri Lanka	141	67	25.6	24.6	H (0.780)	–5	34	–2
Southeast Asia								
Brunei Darussalam	136	98	32.3	32.5	VH (0.823)	–25	...	2
Cambodia	120	60	29.2	24.6 (2021)	M (0.600)	–5	22	1
Indonesia	134	62	29.6	31.7	H (0.713)	1	34	–3
Lao PDR	65	62	...	25.7	M (0.620)	–1	28	–2
Malaysia	141	97	23.3	24.6	VH (0.807)	–4	50	1
Singapore	148	91	36.7	40.3	VH (0.949)	–4	83	–1
Thailand	169	85	31.0	33.1	VH (0.803)	21	35	0
Timor-Leste	105	39	...	22.4 (2021)	M (0.566)	–22	43	8
Viet Nam	139	74	14.6	17.1	H (0.726)	8	41	8

... = no data at cut-off date, PRC = People's Republic of China, H = high, L = low, Lao PDR = Lao People's Democratic Republic, M = medium, FSM = Federated States of Micronesia, VH = very high.

Sources: ILO. ILOSTAT Database (accessed 18 April 2024); Transparency International. Corruption Perceptions Index (accessed 1 April 2024), United Nations. Human Development Index (accessed 22 August 2024).

Table A.2c: ADB Members (Asia and the Pacific)—Demographic, Economic, and Social Indicators (Part 3)

Region/Economy	GNI per Capita, Atlas Method (current $)		Rate of Growth in Real GDP (%)		All Tax Revenue (incl. SSC): All Levels of Government — Tax Revenue (incl. SSC) (million, in local currency)		All Tax Revenue (incl. SSC): All Levels of Government — Tax Revenue (incl. SSC) (% of GDP)	
	2021	2022	2021	2022	2021	2022	2021	2022
Central and West Asia								
Armenia	4,850	5,960	5.7	12.6	1,586,900	1,925,969	22.7	22.7
Azerbaijan	4,910	5,630	5.6	4.6	17,146	26,293	18.4	19.6
Georgia	4,760	5,620	10.5	10.2	13,550	17,290	22.6	24.1
Kazakhstan	8,880	9,470	4.3	3.2	13,094,122	20,498,317	15.6	19.8
Kyrgyz Republic	1,220	1,410	6.2	7.0	186,315	276,000	23.4	27.4
Pakistan	1,470	1,580	5.8	6.1	5,742,821	6,925,347	10.3	10.4
Tajikistan	1,160	1,210	9.2	8.0	21,696	24,848	19.5	19.7
Uzbekistan	1,980	2,190	7.4	5.7	165,043[a]	193,014[a]	22.3	21.5
East Asia								
PRC	11,930	12,850	8.4	3.0	25,567[a]	25,532[a]	22.5	21.2
Hong Kong, China	54,370	54,370	6.4	–3.5	427,087	405,135	14.6	14.1
Japan	43,450	42,440	2.1	1.0	177,321[a]	187,904[a]	33.0	34.1
Korea, Rep. of	35,110	35,990	4.1	2.6	619,084[a]	691,257[a]	29.8	32.0
Mongolia	3,730	4,210	1.6	4.8	10,724,000	13,473,000	24.0	24.6
Taipei, China	32,312	35,207	6.5	2.5	3,247,000	3,456,000	19.1	20.3
Pacific								
Australia	57,170	60,430	2.1	3.7	590,183	680,448	28.4	29.5
Cook Islands	...	...	–29.1	10.5	107	114	26.9	22.1
Fiji	4,500	5,270	–5.1	15.9	1,346	1,960	15.1	17.9
Kiribati	2,790	3,280	1.59	1.8	66	63	21.8	20.5
Marshall Islands	6,780	7,920	1.1	0.9	66	68	25.6	26.1
FSM	3,980	4,130	–1.3	2.0	...	...	...	...
Nauru	18,010	17,870	1.5	1.2	76	67	35.9	29.2
New Zealand	45,770	48,460	5.2	...	125,731	133,879	34.6	33.8
Niue	...	...	–6.2	...	...	...	...	...
Palau	12,790		–17.1	–1.0	...	...	...	...
Papua New Guinea	2,450	2,730	0.1	3.2	11,129	16,454	12.1	14.8
Samoa	3,820	3,630	–7.1	–6.0	543	555	25.6	26.4
Solomon Islands	2,290	2,220	–0.5	–4.2	2,361	2,371	19.3	18.6
Tonga	4,930	...	–2.7	–2.2	245	251	22.9	22.1
Tuvalu	6,830	7,210	1.8	...	...	...	...	...
Vanuatu	3,420	3,560	1.0	2.0	11,543	18,982	11.1	16.1
South Asia								
Bangladesh	2,201	2,425	6.9	7.1	2,948,252	3,315,022	7.4	7.5
Bhutan	3,040	...	4.1	4.7	21,369	26,666	9.9	11.3
India	2,150	2,380	9.1	6.8	38,100[a]	47,126[a]	16.1	17.3
Maldives	9,590	11,030	41.7	12.3	14,598	19,393	18.1	20.4
Nepal	1,230	1,340	4.2	5.8	870,000	984,000	20.0	19.8
Sri Lanka	4,000	3,610	3.5	–7.8	1,248,961	1,332,637	7.6	7.4
Southeast Asia								
Brunei Darussalam	30,320	31,410	–1.6	–0.5	884	1,749	5.4	8.8
Cambodia	1,580	1,700	3.0	5.2	19,874,770	24,187,310	13.2	14.7
Indonesia	4,170	4,580	3.7	5.3	1,844,690[a]	2,363,876[a]	10.9	12.1
Lao PDR	2,510	2,360	2.3	2.5	17,357,000	22,433,000	9.6	10.3
Malaysia	10,710	11,780	3.1	8.7	181,959	217,849	11.7	12.2
Philippines	3,550	3,950	5.7	7.6	3,505,811	4,049,708	18.1	18.4
Singapore	63,000	67,200	8.9	3.6	74,761	82,708	12.2	12.1
Thailand	7,090	7,230	1.5	2.6	2,624,302	2,863,368	16.4	16.7
Timor-Leste	1,140	1,970	2.9	3.2	523	634	14.4	19.8
Viet Nam	3,590	4,010	2.6	8.0	1,545,217[a]	1,810,534[a]	18.2	19.0

... = no data at cut-off date, PRC = People's Republic of China, GDP = gross domestic product, GNI = gross national income, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, SSC = social security contribution.

Note: [a] These amounts are expressed in billions of local currency.

Sources: ADB. 2023b. *Key Indicators for Asia and the Pacific 2023*; IMF. Government Finance Statistics; OECD. 2024. *Revenue Statistics in Asia and the Pacific 2024*. Paris; Taipei,China Ministry of Finance. 2024. *Analysis of Tax Collection 2023 and 2022.*

Table A.3a: Revenue Types for Which the Revenue Body Has Responsibility, FY2022 (Part 1)

	Revenue Types Administered by Revenue Body						
	Income Tax				Other Taxes		
Region/Economy	Personal	Corporates/ Other Entities	Value-Added Tax	Excises (domestic)	Motor Vehicle	Real Property	Wealth
Central and West Asia							
Armenia	✓	✓	✓	✓	✓	✓	X
Azerbaijan	✓	✓	✓	✓	X	✓	X
Georgia	✓	✓	✓	✓	X	✓	X
Kazakhstan	✓	✓	✓	✓	✓	✓	X
Kyrgyz Republic	✓	✓	✓	✓	✓	✓	X
Pakistan	✓	✓	✓	✓	✓	✓	✓
Tajikistan	✓	✓	✓	✓	✓	✓	X
Uzbekistan	✓	✓	✓	✓	X	X	X
East Asia							
PRC	✓	✓	✓	✓	✓	✓	X
Hong Kong, China	✓	✓	X	X	X	✓	X
Japan	✓	✓	✓	✓	✓	X	X
Korea, Rep. of	✓	✓	✓	✓	X	X	X
Mongolia	✓	✓	✓	✓	✓	✓	X
Taipei,China	✓	✓	✓	✓	✓	✓	X
Pacific							
Australia	✓	✓	✓	✓	✓	X	X
Cook Islands	✓	✓	✓	X	X	X	X
Fiji	✓	✓	✓	X	X	X	X
Kiribati	✓	✓	✓	X	X	X	X
Marshall Islands	✓	✓	X	X	X	X	X
FSM	✓	✓	X	X	X	X	X
Nauru	✓	✓	X	X	X	X	X
New Zealand	✓	✓	✓	X	X	X	X
Niue	✓	✓	X	X	X	X	X
Palau	✓	✓	X	X	✓	✓	X
Papua New Guinea	✓	✓	✓	X	X	X	X
Samoa	✓	✓	✓	X	X	X	X
Solomon Islands	✓	✓	X	X	✓	X	X
Tonga	✓	✓	✓	X	X	X	X
Tuvalu	✓	✓	✓	X	X	X	X
Vanuatu	X	X	✓	X	✓	X	X
South Asia							
Bangladesh	✓	✓	✓	✓	✓	X	✓
Bhutan	✓	✓	X	✓	✓	✓	✓
India	✓	✓	✓	✓	X	X	X
Maldives	✓	✓	✓	X	X	X	X
Nepal	✓	✓	✓	✓	X	X	X
Sri Lanka	✓	✓	✓	X	X	X	X
Southeast Asia							
Brunei Darussalam	X	✓	X	X	X	X	X
Cambodia	✓	✓	✓	✓	✓	✓	X
Indonesia	✓	✓	✓	X	X	X	X
Lao PDR	✓	✓	✓	✓	...	...	X
Malaysia	✓	✓	X	X	X	✓	X
Singapore	✓	✓	✓	X	X	✓	X
Thailand	✓	✓	✓	X	X	X	X
Timor-Leste	✓	✓	X	X	X	X	X
Viet Nam	✓	✓	✓	✓	X	X	X

... = no data at cutoff date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.3b: Revenue Types for Which the Revenue Body Has Responsibility, FY2022 (Part 2)

Region/Economy	Revenue Types Administered by Revenue Body – Other Taxes: Estate/Gift	OGS	Other	SSC	Nontax Revenues	Employers' Income Tax Withholdings
Central and West Asia						
Armenia	X	✓	✓	✓	✓	✓
Azerbaijan	X	X	✓	✓	✓	✓
Georgia	X	X	✓	X	✓	✓
Kazakhstan	X	✓	✓	✓	✓	✓
Kyrgyz Republic	X	✓	✓	✓	✓	✓
Pakistan	X	✓	✓	X	✓	✓
Tajikistan	X	X	✓	✓	✓	✓
Uzbekistan	✓	X	✓	✓	✓	✓
East Asia						
PRC	X	X	✓	✓	✓	✓
Hong Kong, China	✓	X	✓	X	X	X
Japan	✓	✓	X	X	X	✓
Korea, Rep. of	✓	X	✓	X	✓	✓
Mongolia	X	X	✓	X	X	✓
Taipei,China	✓	✓	✓	X	✓	✓
Pacific						
Australia	X	✓	✓	X	✓	✓
Cook Islands	X	X	✓	X	X	✓
Fiji	X	X	✓	X	X	✓
Kiribati	X	X	X	X	X	✓
Marshall Islands	X	X	X	X	✓	✓
FSM	X	X	X	X	X	✓
Nauru	X	X	✓	X	X	✓
New Zealand	X	X	✓	X	✓	✓
Niue	X	X	✓	X	✓	✓
Palau	X	X	✓	X	✓	✓
Papua New Guinea	X	X	✓	X	X	✓
Samoa	X	X	✓	X	✓	✓
Solomon Islands	X	✓	✓	X	X	✓
Tonga	X	X	✓	X	X	✓
Tuvalu	X	X	X	X	X	✓
Vanuatu	X	✓	✓	X	✓	X
South Asia						
Bangladesh	X	X	✓	X	X	✓
Bhutan	X	X	✓	X	X	✓
India	X	X	✓	X	X	✓
Maldives	X	X	✓	X	✓	✓
Nepal	X	X	✓	✓	X	✓
Sri Lanka	X	X	✓	X	X	✓
Southeast Asia						
Brunei Darussalam	X	X	✓	X	X	X
Cambodia	X	X	✓	X	...	✓
Indonesia	X	✓	✓	X	X	✓
Lao PDR	X	X	X	X	✓	✓
Malaysia	X	X	✓	X	✓	✓
Singapore	✓	X	✓	X	X	X
Thailand	✓	✓	✓	X	X	✓
Timor-Leste	X	✓	✓	X	X	✓
Viet Nam	X	X	✓	X	✓	✓

... = no data at cutoff date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, OGS = other goods and services (taxes), FSM = Federated States of Micronesia, SSC = social security contribution.

Source: ISORA 2023.

Table A.4: Tax Revenue Collections of National Revenue Body, FY2019–FY2022

Region/ Economy	Tax Revenue Collected by Revenue Body (million, in local currency) FY2019	FY2020	FY2021	FY2022	% Change, Tax Collected FY2022/21	FY2022/19
Central and West Asia						
Armenia	1,301,137	1,385,614	1,449,839	1,808,258	24.7	39.0
Azerbaijan	13,622	10,193	16,723	20,548	22.9	50.8
Georgia	10,809	10,020	11,690	17,547	50.1	62.3
Kazakhstan	12,250,072	10,629,508	13,328,735	17,492,263	31.2	42.8
Kyrgyz Republic	110,654	140,587	196,823	331,186	68.3	199.3
Pakistan	3,828,501	3,996,700	3,977,062	4,666,812	17.3	21.9
Tajikistan	14,956	13,859	21,283	23,654	11.1	58.2
Uzbekistan	83,322,239	134,585,918	167,325,322	192,094,898	14.8	130.5
East Asia						
PRC	20,084,212	19,517,918	25,700,691	26,771,975	4.2	33.3
Hong Kong, China	341,442	303,572	330,820	378,516	14.4	10.9
Japan	56,513,359	54,740,155	58,744,853	64,066,362	9.1	13.4
Korea, Rep. of	285,417,077	278,175,107	335,209,430	384,742,293	14.9	34.8
Mongolia	7,276,615	3,925,674	9,063,997	13,549,781	49.5	86.2
Taipei,China	2,264,274	2,398,667	2,654,014	3,013,821	13.6	33.1
Pacific						
Australia	425,921	404,358	452,797	516,690	14.1	21.3
Cook Islands	120	115	79	98	24.1	–18.3
Fiji	2,708	1,720	1,360	1,459	7.3	–46.1
Kiribati	49	31	55	54	–1.8	10.2
Marshall Islands	...	...	54	51	–5.6	...
FSM	...	...	16	24	50.0	...
Nauru	41	65	65	58	–10.8	41.5
New Zealand	89,737	88,009	104,140	113,692	9.2	26.7
Niue	...	...	7	4	–42.9	...
Palau	...	42	25	27	8.0	...
Papua New Guinea	7,211	8,076	9,208	14,311	55.4	98.5
Samoa	509	362	482	466	3.3	–8.4
Solomon Islands	815	1,343	1,753	749	–57.3	–8.2
Tonga	119	161	221	165	–25.3	38.7
Tuvalu	...	5,690[a]	5,724[a]	7,541[a]	31.4	...
Vanuatu	8,134[a]	10,587[a]	8,513[a]	16,120[a]	89.3	98.2
South Asia						
Bangladesh	2,207,716	2,164,518	2,298,000	2,480,974	8.0	12.4
Bhutan[b]	8,936	8,296	16,739	21,799	30.2	143.9
India[b]	11,377,185	10,495,491	18,869,916	24,982,267	32.4	119.6
Maldives	12,994	8,611	11,918	16,075	34.9	23.7
Nepal	384,000	594,092	595,378	677,875	13.9	76.5
Sri Lanka	1,025,319	511,190	619,715	1,058,080	70.7	3.2
Southeast Asia						
Brunei Darussalam	...	194	186	212	14.0	...
Cambodia	10,038,345	14,156,794	14,303,560	18,822,147	31.6	87.5
Indonesia	1,353,193,198	1,072,105,797	1,278,627,832	1,716,813,984	34.3	26.9
Lao PDR	11,211,830	13,632,731	13,614,660	14,454,000	6.2	28.9
Malaysia	135,710	110,510	130,109	153,464	18.0	13.1
Philippines	2,186,419	1,956,284	2,078,144	...	...	...
Singapore	52,427	53,510	49,589	60,679	22.4	15.7
Thailand	1,750,490	1,519,060	1,660,025	1,736,987	4.6	0.8
Timor-Leste[c]	49	50	456	670	46.9	1,267.3
Viet Nam	1,053,479,000	1,077,000,000	1,345,590,000	1,242,000,000	–7.7	17.9

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] These amounts are expressed in 000's of local currency.

[b] Bhutan and India: Revenue for FYs 2021 and 2022 includes indirect taxes that were not reported in prior fiscal years.

[c] Timor-Leste: Revenue data for FYs 2019 and 2020 are incomplete and not comparable with FYs 2021 and 2022.

Sources: ISORA 2020; ISORA 2021; ISORA 2022; ISORA 2023, OECD Revenue Statistics in Asian and Pacific Economies, various editions.

Table A.5: Total Revenue Collections of Revenue Body, FY2020–FY2022

	Total Revenue Collected by the Revenue Body (million, in local currency)					
	Nontax Revenue			All Revenue		
Region/ Economy	FY2020	FY2021	FY2022	FY2020	FY2021	FY2022
Central and West Asia						
Armenia	415	429	550	1,386,029	1,450,268	1,808,808
Azerbaijan	1,335	1,585	1,994	11,528	18,308	22,542
Georgia	83	149	171	10,103	11,839	17,718
Kazakhstan	1,065,261	2,265,000	697,278	11,694,769	15,593,735	18,189,541
Kyrgyz Republic	976	0	1,688	141,563	196,823	332,873
Pakistan	0	0	12,375	3,996,700	3,977,062	4,679,187
Tajikistan	657	1,641	742	14,516	22,924	24,396
Uzbekistan	5,773,327	7,652,750	6,529,231	140,359,245	174,978,072	198,624,129
East Asia						
PRC	631,607	1,610,273	1,078,130	20,149,525	27,310,964	27,850,104
Hong Kong, China	0	0	0	303,572	330,820	378,516
Japan	0	0	0	54,740,155	58,744,853	64,066,362
Korea, Rep. of	899,816	737,987	492,821	279,074,923	335,947,417	385,235,114
Mongolia	0	0	0	3,925,674	9,063,996	13,549,781
Taipei,China	0	23	27	2,398,667	2,654,037	3,013,874
Pacific						
Australia	259	1,418	1,087	404,617	454,215	517,777
Cook Islands	0	0	0	115	79	98
Fiji	0	0	128	1,720	1,360	1,587
Kiribati	0	0	0	31	55	54
Marshall Islands	...	41	39	0	95	90
FSM	0	0	0	0	16	24
Nauru	0	0	0	65	65	58
New Zealand	584	737	689	88,593	104,877	114,380
Niue	0	0	<1	...	7	4
Palau	0	1	<1	42	26	27
Papua New Guinea	0	0	0	8,076	9,208	14,311
Samoa	5	4	2	513	486	468
Solomon Islands	0	0	0	1,343	1,753	748
Tonga	0	0	0	161	221	165
Tuvalu	0	0	0	5,690[a]	5,724[a]	7,541[a]
Vanuatu	1,204	...		11,791	8,513	16,120
South Asia						
Bangladesh	0	0	0	2,164,518	2,298,000	2,480,900
Bhutan	...	0	13,408	...	16,739	35,207
India	0	0	0	10,495,490	18,869,916	24,982,267
Maldives	1,870	3,835	6,036	10,481	15,753	22,111
Nepal	93,730	0	0	594,091	595,378	677,875
Sri Lanka	0	0	0	511,190	619,715	1,058,080
Southeast Asia						
Brunei Darussalam	0	0	0	194	186	212
Cambodia	0	0	0	14,156,794	14,303,560	18,822,147
Indonesia	0	0	0	1,072,105,797	1,278,627,832	1,716,813,984
Lao PDR	600,392	1,451,800	4,988,338	14,233,123	15,066,460	19,442,338
Malaysia	4	2	3	110,514	130,111	153,465
Philippines	0	3,202	...	1,956,283	2,081,346	...
Singapore	0	0	0	53,510	49,589	60,679
Thailand	0	0	0	1,519,060	1,660,025	1,736,987
Timor-Leste	0	0	0	50	456[b]	670[b]
Viet Nam	...	...	...	1,077,000,000	1,345,590,000	1,242,000,000

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] These amounts are expressed in 000's of local currency.

[b] Reported revenue includes tax revenues derived from petroleum and gas sectors from FY2021.

Sources: ISORA 2021, ISORA 2022, ISORA 2023, Cambodia's Ministry of Finance and Economy Government Finance Statistics https://mef.gov.kh/documents-category/publication/gfs/ (accessed 9 February 2022)..

Table A.6: Revenue Types Collected by Revenue Body, FY2022
(% of total revenue collected)

Region/Economy	Revenue Types Collected by Revenue Body (% share of total revenue collected)						
	Income Tax		VAT (including on imports)	Excises (domestic)	Social Security	Other Taxes	Nontax Revenue
	Personal	Corporate					
Central and West Asia							
Armenia	26	12	38	5	4	15	<1
Azerbaijan	7	40	14	6	26	4	3
Georgia	29	11	42	1	0	16	1
Kazakhstan	11	47	26	5	3	3	5
Kyrgyz Republic	5	5	32	1	16	40	1
Pakistan	14	25	54	6	0	0	1
Tajikistan	12	13	38	1	9	24	3
Uzbekistan	13	20	23	7	13	21	3
East Asia							
PRC	5	13	20	5	23	11	23
Hong Kong, China	24	43	0	0	0	33	0
Japan	34	21	30	0	0	15	0
Korea, Rep. of	34	27	21	7	0	11	<1
Mongolia	10	19	31	2	0	37	0
Taipei,China	25	34	18	6	0	17	<1
Pacific							
Australia	50	30	14	4	0	1	<1
Cook Islands	27	17	55	0	0	1	0
Fiji	11	17	54	0	0	11	8
Kiribati	26	24	50	0	0	0	0
Marshall Islands	20	14	0	0	0	0	66
FSM	40	60	0	0	0	0	0
Nauru	27	69	0	0	0	4	0
New Zealand	48	18	33	0	0	1	0
Niue	78	10	0	0	0	12	<1
Palau	39	49	0	0	0	11	<1
Papua New Guinea	26	17	19	0	0	38[a]	0
Samoa	17	2	58	11	0	11	1
Solomon Islands	25	15	0	0	0	60	0
Tonga	12	15	67	0	0	6	0
Tuvalu	7	36	57	0	0	0	0
Vanuatu	0	0	100	0	0	0	0
South Asia							
Bangladesh	16	23	46	1	0	13	0
Bhutan	12	30	0	0	0	20	38
India	27	29	28	16	0	0	0
Maldives	1	19	44	0	0	8	27
Nepal	14	23	46	15	1	1	0
Sri Lanka	5	43	44	0	0	9	0
Southeast Asia							
Brunei Darussalam	0	99	0	0	0	1	0
Cambodia	7	32	37	5	0	18	0
Indonesia	4	62	28	0	0	6	0
Lao PDR	11	20	30	12	0	0	27
Malaysia	20	73	0	0	0	7	<1
Singapore	23	33	21	0	0	23	0
Thailand	21	42	32	0	0	5	0
Timor-Leste	5	42	0	0	0	53	0
Viet Nam	13	27	35	...	...	25	0

PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, VAT = value-added tax.

[a] Papua New Guinea: Other taxes include mining and petroleum tax revenue reported as corporate income tax in prior ISORA surveys.

Source: ISORA 2023.

Table A.7: Value Added Tax—Composition of Tax Collections, FYs 2020–2022 (Part 1)

	Composition of VAT Revenues (million, in local currency)					
	Domestic Goods and Services			VAT on Imports		
Region/Economy	FY2020	FY2021	FY2022	FY2020	FY2021	FY2022
Central and West Asia						
Armenia	307,827	503,381	609,479	283,821	199,290	282,910
Azerbaijan	...	2,284	2,943	...	2,931	...
Georgia	1,470	1,695	5,566	3,367	4,334	5,259
Kazakhstan	1,206,708	1,096,717[a]	1,774,000	1,325,816	1,710,973[a]	2,451,000
Kyrgyz Republic	10,654	15,355	20,417	28,807	48,280	86,341
Pakistan	816,274	1,080,695	1,079,936	876,330	1,115,958	1,740,692
Tajikistan	2,150[a]	2,919	3,377	3,879[b]	5,300	5,572
Uzbekistan	20,485,644	25,572,169	32,812,053	19,738,078	27,284,000	29,633,841
East Asia						
PRC	4,231,406[a]	4,687,558[a]	4,891,201[a]	1,393,316	1,661,588	1,900,940
Hong Kong, China	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Japan	23,337,070[c]	27,051,347[c]	27,888,880[c]	...	...	...
Korea, Rep. of	28,564,164[a]	25,376,770[a]	20,546445[a]	36,318,742	45,827,795	61,080,164
Mongolia	1,008,174	1,229,680	1,526,860	1,196,826	1,902,218	2,723,100
Taipei,China	397,929	438,591	467,327	305,761	385,626	451,312
Pacific						
Australia	132,994	145,453	149,379	4,200	4,800	5,700
Cook Islands	45	44	31	35	9	28
Fiji	398	315	535	335	354	563
Kiribati	10	12	10	11	16	18
Marshall Islands	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
FSM	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Nauru	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
New Zealand	34,743	40,268	41,611	9,768	9,612	12,403
Niue	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Palau	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Papua New Guinea	1,325	1,611	1,937	982	1,104	1,146
Samoa	66[a]	57[a]	52[a]	162	154	213
Solomon Islands	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Tonga	...	...	30	...	...	82
Tuvalu	...	...	...	...	...	...
Vanuatu	3,686	8,509	7,183	4,736	4	10,000
South Asia						
Bangladesh	860,973[a]	1,032,603	726,066	300,166	81,970	433,289
Bhutan	n.a.	n.a	n.a	n.a.	n.a	n.a
India	0	3,751,141	4,567,130	0	2,793,465	3,927,850
Maldives	4,307	7,830	9,795	0	0	0
Nepal	98,154	116,519	115,911	157,820	165,481	198,430
Sri Lanka	149,658	185,918	292,293	85,725	122,766	171,478
Southeast Asia						
Brunei Darussalam	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Cambodia	6,433,321[c]	2,487,205	3,123,673	...	3,511,023	4,142,033
Indonesia	424,561,895	489,056,856	611,377,074	143,406,900	194,982,200	270,667,642
Lao PDR	...	3,216,500	...	...	2,492,660	...
Malaysia	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Philippines	351,748	378,861	476,140	...	...	...
Singapore	15,254	14,027	17,053	6,011	5,760	6,731
Thailand	477,184	476,836	492,169	267,866	316,433	437,951
Timor-Leste	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Viet Nam	241,000,000[a]	250,000,000[a]	...	99,000,000	126,000,000	...

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, n.a. = not applicable, FSM = Federated States of Micronesia, VAT = value-added tax.

[a] This amount is net of refunds, which could not be separately quantified.

[b] Revenue body was unable to report all VAT revenue data; amounts captured or estimated from IMF or OECD sources.

[c] This amount includes VAT on imports, which could not be separately quantified.

Sources: ISORA 2021, ISORA 2022, ISORA 2023; IMF. Government Finance Statistics.

Table A.7: Value-Added Tax—Composition of Tax Collections, FYs 2020–2022 (Part 2)

Region/Economy	Composition of VAT Revenues (million, in local currency)					
	VAT Refunds			Net VAT Revenue		
	FY2020	FY2021	FY2022	FY2020	FY2021	FY2022
Central and West Asia						
Armenia	120,060	146,684	212,833	471,588	555,986	679,556
Azerbaijan	...	133	...	4,818[a]	5,082	....
Georgia	1,026	1,839	3,382	3,811	4,190	7,443
Kazakhstan	671,978	...	858,000	1,860,545	2,807,691	3,367,000
Kyrgyz Republic	411	500	500	39,051	63,134	106,258
Pakistan	92,600	208,348	288,400	1,600,004	1,988,305	2,532,228
Tajikistan	...	25	38	6,029	8,194	8,911
Uzbekistan	9,046,365	14,417,608	19,179,700	31,177,357	38,438,561	43,266,194
East Asia						
PRC	...	...	...	5,624,722[b]	6,349,146[b]	6,792,141[b]
Hong Kong, China	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Japan	6,858,907	7,465,419	8,686,407	16,478,163	19,585,928	19,202,473
Korea, Rep. of	...	...	...	64,882,907	71,204,565	81,626,608
Mongolia	45,126	12,902	33,094	2,205,000	3,118,995	4,216,866
Taipei,China	266,478	324,859	374,273	437,212	499,358	544,366
Pacific						
Australia	76,898	77,159	81,429	60,296	73,094	73,650
Cook Islands	11	10	5	69	43	54
Fiji	237	200	219	496	469	879
Kiribati	0	0	0	21	28	28
Marshall Islands	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
FSM	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Nauru	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
New Zealand	14,112	14,252	16,920	30,399	35,628	37,094
Niue	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Palau	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Papua New Guinea	228	98	331	2,079	2,617	2,752
Samoa	...	...	...	228	211	265
Solomon Islands	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Tonga	7	5	2	95	...	110
Tuvalu	...	...	...	...	...	1,041
Vanuatu	11	...	1	8,411	8,513	16,120
South Asia						
Bangladesh	...	10,194	16,326	1,161,140	1,104,378	1,153,029
Bhutan	n.a.	n.a	n.a	n.a.	n.a	n.a
India	0	1,056,833	1,513,842	0	5,487,773	6,981,139
Maldives	0	<1	5	4,307	7,830	9,790
Nepal	42,400	...	4,078	213,574	282,000	310,263
Sri Lanka	1,597	471	699	233,786	308,213	463,072
Southeast Asia						
Brunei Darussalam	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Cambodia	145,101	245,998	208,996	6,288,220	5,752,230	7,056,710
Indonesia	117,640,731	132,138,575	223,850,690	450,328,063	551,900,481	658,194,026
Lao PDR	...	150,000	...	4,706,000	5,559,160	5,916,184
Malaysia	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Philippines	...	...	...	351,748	385,666	476,190
Singapore	10,099	9,441	11,155	11,165	10,346	12,629
Thailand	244,062	216,290	366,610	500,987	576,978	563,509
Timor-Leste	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Viet Nam	...	...	...	340,000,000	376,000,000	445,000,000

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, n.a. = not applicable, FSM = Federated States of Micronesia, VAT = value-added tax.

[a] Azerbaijan: Amount shown is net of refunds.

[b] PRC: Refunds could not be separately quantified; amount is net of refunds.

Sources: ISORA 2021, ISORA 2022, ISORA 2023.

Table A.8: Staff Resource Usage on Tax Administration, FYs 2019–2022

Region/Economy	Actual/Estimated) Staff for Tax Administration (FTEs)				HQ Staffing, FY2022 (% of FTEs)	Staffing Ratios, FY2022	
	FY2019	FY2020	FY2021	FY2022		Labor Force/ FTE	Citizens/ FTE
Central and West Asia							
Armenia	1,482	1,394	1,508	1,453	100	954	1,913
Azerbaijan	3,496	2,633[a]	2,747[a]	3,681	16	1,397	2,755
Georgia	2,030	1,733	1,619	1,531	15	1,218	2,425
Kazakhstan	12,189[a]	12,047[b]	12,367[b]	12,589	65	765	1,559
Kyrgyz Republic	2,186[b]	2,437	2,570	2,570	12	1,058	2,714
Pakistan	20,184[b]	20,983[b]	20,297[b]	13,122	5	6,013	17,972
Tajikistan	1,747	1,833	1,843	1,843	70	1,418	5,400
Uzbekistan	10,810	10,107	10,110	9,115	36	1,540	3,911
East Asia							
PRC	720,258	708,903	698,371	688,676	...	1,135	2,051
Hong Kong, China	2,889	2,925	2,939	1,287	11	1,300	2,504
Japan	55,724	55,903	55,953	55,954	2	1,232	2,236
Korea, Rep. of	20,874	21,061	21,748	21,584	5	1,353	2,392
Mongolia	1,819	1,840	1,810	1,696	10	804	2,004
Taipei,China	8,776	8,748	8,731	8,711	31	1,361	2,671
Pacific							
Australia	17,412	16,873	18,082	18,445	33	766	1,410
Cook Islands	24	31	34	34	100	235	559
Fiji	452	486	290	425		885	2,188
Kiribati	26	26	26	30	7	1,400	4,367
Marshall Islands	...	13	11	11	15	1,182	3,818
FSM	...	...	27	29	10	793	3,931
Nauru	16	17	17	19	100	263	684
New Zealand	4,888	4,724	4,106	3,819	18	774	1,342
Niue	...	...	6	7	25	143	286
Palau	...	21	19	20	27	400	900
Papua New Guinea	621	545	554	650	80	4,829	15,605
Samoa	96	110	100	101	37	743	2,198
Solomon Islands	130	125	112	122	12	3,025	5,934
Tonga	124	101	94	85	10	435	1,259
Tuvalu	...	10	10	10	10	200	1,100
Vanuatu	...	41	47	57	24	2,404	5,737
South Asia							
Bangladesh	6,325	10,144	...	8,653	2	8,605	19,783
Bhutan	...	...	223	215	5	1,753	3,637
India	42,153	...	92,745[c]	78,555	3	6,668	18,041
Maldives	279	297	305	310	26	842	1,690
Nepal	...	1,287	1,451	1,429	9	6,089	21,377
Sri Lanka	2,610	2,589	2,516	2,456	18	3,548	9,031
Southeast Asia							
Brunei Darussalam	...	49	49	49	...	4,592	9,163
Cambodia	2,513	2,514	2,508	2,736	54	3,297	6,129
Indonesia	46,517	46,220	45,484	44,788	7	3,065	6,151
Lao PDR	2,480	2,351	2,270	2,259	...	1,360	3,333
Malaysia	13,211	13,009	13,249	13,988	19	1,166	2,426
Philippines	12,030	13,135	13,726	...	...	...	...
Singapore	1,898	1,935	1,947	1,943	27	1,798	2,901
Thailand	21,726	21,930	22,938	22,259	7	1,808	3,221
Timor-Leste	112	115	110	121	15	4,843	11,083
Viet Nam	36,325	38,533	36,283	39,279	2	1,424	2,500

... = no data at cut-off date, PRC = People's Republic of China, FTE = full-time equivalent, FY = fiscal year, HQ = headquarters, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Azerbaijan: Revenue body advised in ISORA 2023 that these data understate actual numbers of staff as they exclude contracted staff.

[b] Kazakhstan and Pakistan: FTEs include staff for customs administration for years indicated; however, for FY2022, Pakistan reported FTEs for Inland Revenue Only.

[c] India: FTEs included prior to FY2021 refer only to direct taxes; from FY2021 they include indirect taxes and customs administration.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Table A.9: Staff Usage for Tax Administration by Functional Groupings (FTEs), FY2022

Region/Economy	Staff Deployment by Major Functional Groupings (no. of FTEs)						
	Service/ Processing	Verification	Debt Enforcement	Dispute Management	HRM	ICT Support	All Other Functions
Central and West Asia							
Armenia	239	575	139	123	37	30	310
Azerbaijan	525	1,518	228	152	31	37	1,190
Georgia	318	855	158	21	7	31	141
Kazakhstan[a]	...	...	...	...	...	...	...
Kyrgyz Republic	478	609	406	85	20	96	876
Pakistan[a]	...	...	...	...	...	...	...
Tajikistan	1,039	108	107	17	19	7	546
Uzbekistan	3,843	2,569	528	9	89	63	2,014
East Asia							
PRC	...	...	...	...	...	...	...
Hong Kong, China	1,856	239	201	24	31	178	405
Japan	34,818	...	9,979	911	444	513	9,289
Korea, Rep. of	11,285	4,446	2,172	1,028	85	565	2,001
Mongolia	256	221	797	33	55	28	306
Taipei,China	830	5,341	508	484	111	368	1,069
Pacific							
Australia	4,401	4,902	231	1,091	597	1,754	5,469
Cook Islands	6	15	7	1	1	1	3
Fiji	100	150	100	20	15	14	...
Kiribati	4	8	6	2	1	0	9
Marshall Islands	4	4	1	2	0	0	0
FSM	19	6	4	0	0	0	0
Nauru	6	7	3	3	0	0	0
New Zealand	1,901	487	477	159	90	44	739
Palau	10	2	4	0	0	0	4
Niue	3	0	1	2	1	0	0
Papua New Guinea	92	89	108	8	32	15	306
Samoa	27	19	16	2	5	14	18
Solomon Islands	54	32	25	2	2	3	4
Tonga	18	18	10	2	6	7	24
Tuvalu	3	3	2	0	0	0	2
Vanuatu	15	16	13	5	3	5	0
South Asia							
Bangladesh	3,520	3,020	1,674	60	50	250	80
Bhutan	...	...	...	...	...	...	...
India[a]	26,025	15,043	14,713	3,346	150	500	18,778
Maldives	95	89	28	12	7	18	61
Nepal	430	326	90	16	10	279	278
Sri Lanka	250	1,355	68	64	64	122	533
Southeast Asia							
Brunei Darussalam	...	...	...	...	...	...	...
Cambodia	873	752	170	57	60	270	554
Indonesia	10,409	18,803	660	1,377	3,990	2,114	7,435
Lao PDR	...	...	...	...	...	...	...
Malaysia	2,588	3,432	1,828	427	155	459	5,099
Singapore	811	418	166	41	33	234	240
Thailand	8,437	4,208	1,375	357	259	565	7,058
Timor-Leste	31	18	4	3	2	10	53
Viet Nam	3,448	9,132	1,689	456	672	1,144	22,738

... = no data at cut-off date, PRC = People's Republic of China, FTE = full-time equivalent, FY = fiscal year, HRM = human resource management, ICT = information and communication technology, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Data are for the staff of the Direct Taxes Board only.

Source: ISORA 2023.

Table A.10: Staff Usage for Tax Administration by Functional Groupings, FY2022
(% of all FTEs)

Region/Economy	Staff Deployment by Major Functional Groupings (% of all FTEs)						
	Service/ Processing	Verification	Debt Collection	Disputes	HRM	ICT Support	All Other Functions
Central and West Asia							
Armenia	16.5	39.6	9.6	8.5	2.6	2.1	21.3
Azerbaijan	14.3	41.2	6.2	4.1	0.8	1.0	32.3
Georgia	20.8	55.8	10.3	1.4	0.5	2.0	9.2
Kazakhstan	...	...	...	...	...	...	...
Kyrgyz Republic	18.6	23.7	15.8	3.3	0.8	3.7	34.1
Pakistan	...	...	...	...	...	...	...
Tajikistan	56.4	5.9	5.8	0.9	1.0	0.4	29.6
Uzbekistan	42.2	28.2	5.8	0.1	1.0	0.7	22.1
East Asia							
PRC	...	...	...	...	...	...	...
Hong Kong, China	63.3	8.1	6.8	0.8	1.1	6.1	13.8
Japan	62.2	0.0	17.8	1.6	0.8	0.9	16.6
Korea, Rep. of	52.3	20.6	10.1	4.8	0.4	2.6	9.3
Mongolia	15.1	13.0	47.0	1.9	3.2	1.7	18.0
Taipei,China	9.5	61.3	5.8	5.6	1.3	4.2	12.3
Pacific							
Australia	23.9	26.6	1.3	5.9	3.2	9.5	29.7
Cook Islands	17.6	44.1	20.6	2.9	2.9	2.9	8.8
Fiji	25.1	37.6	25.1	5.0	3.8	3.5	0.0
Kiribati	13.3	26.7	20.0	6.7	3.3	0.0	30.0
Marshall Islands	36.4	36.4	9.1	18.2	0.0	0.0	0.0
FSM	65.5	20.7	13.8	0.0	0.0	0.0	0.0
Nauru	31.6	36.8	15.8	15.8	0.0	0.0	0.0
New Zealand	48.8	12.5	12.2	4.1	2.3	1.1	19.0
Niue	50.0	10.0	20.0	0.0	0.0	0.0	20.0
Palau	42.9	0.0	14.3	28.6	14.3	0.0	0.0
Papua New Guinea	14.2	13.7	16.6	1.2	4.9	2.3	47.1
Samoa	26.7	18.8	15.8	2.0	5.0	13.9	17.8
Solomon Islands	44.3	26.2	20.5	1.6	1.6	2.5	3.3
Tonga	21.2	21.2	11.8	2.4	7.1	8.2	28.2
Tuvalu	30.0	30.0	20.0	0.0	0.0	0.0	20.0
Vanuatu	26.3	28.1	22.8	8.8	5.3	8.8	0.0
South Asia							
Bangladesh	40.7	34.9	19.3	0.7	0.6	2.9	0.9
Bhutan	...	...	...	...	...	...	...
India	33.1	19.1	18.7	4.3	0.2	0.6	23.9
Maldives	30.6	28.7	9.0	3.9	2.3	5.8	19.7
Nepal	30.1	22.8	6.3	1.1	0.7	19.5	19.5
Sri Lanka	10.2	55.2	2.8	2.6	2.6	5.0	21.7
Southeast Asia							
Brunei Darussalam	...	...	...	...	...	...	...
Cambodia	31.9	27.5	6.2	2.1	2.2	9.9	20.2
Indonesia	23.2	42.0	1.5	3.1	8.9	4.7	16.6
Lao PDR	...	...	...	...	...	...	...
Malaysia	18.5	24.5	13.1	3.1	1.1	3.3	36.5
Singapore	41.7	21.5	8.6	2.1	1.7	12.0	12.3
Thailand	37.9	18.9	6.2	1.6	1.2	2.5	31.7
Timor-Leste	25.6	14.9	3.3	2.5	1.7	8.3	43.8
Viet Nam	8.8	23.2	4.3	1.2	1.7	2.9	57.9
Average %	**31.3**	**26.2**	**12.8**	**4.2**	**2.4**	**4.0**	**19.1**

... = no data at cut-off date, PRC = People's Republic of China, FTE = full-time equivalent, FY = fiscal year, HRM = human resource management, ICT = information and communication technology, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.11: Total Operating Expenditure for Tax Administration, FY2019–FY2022

Region/Economy	Actual (or estimated) Total Operating Expenditure (million, in local currency)				% Change, Total Operating Expenditure			
	FY2019	FY2020	FY2021	FY2022	FY2019/2020	FY2020/2021	FY2021/2022	FY2022/2019
Central and West Asia								
Armenia	15,980	16,252	29,560[a]	13,865	1.7	81.9	−53.1	−13.2
Azerbaijan	105	135	150	171	28.6	11.1	14.0	62.9
Georgia	41	45	49	53	9.8	8.9	8.2	29.3
Kazakhstan	35,265	...	...	61,132				73.4
Kyrgyz Republic	1,612	1,481	1,754	2,668	−8.1	18.4	52.1	65.5
Pakistan	26,318	26,548	33,957	23,093	0.9	27.9	−32.0	−12.3
Tajikistan	116	126	157	145	8.6	24.6	−7.6	25.0
Uzbekistan	1,010,192	1,098,664	1,470,802	1,092,641	8.8	33.9	−25.7	8.2
East Asia								
PRC	110,564	98,598	202,359[b]	204,863	−10.8	105.2	1.2	85.3
Hong Kong, China	1,605	1,702	1,756	1,759	6.0	3.2	0.2	9.6
Japan	702,467	705,915	719,379	636,463	0.5	1.9	−11.5	−9.4
Korea, Rep. of	1,669,286	1,689,920	1,733,816	1,845,125	1.2	2.6	6.4	10.5
Mongolia	36,882	40,288	42,931	41,874	9.2	6.6	−2.5	13.5
Taipei,China	25,278	25,316	26,515	25,199	0.2	4.7	−5.0	−0.3
Pacific								
Australia	3,630	3,802	4,021	4,055	4.7	5.8	0.8	11.7
Cook Islands	948[c]	1,114[c]	1,124[c]	1,296[c]	17.5	0.9	15.3	36.7
Fiji	28	31	26	...	10.7	−16.1	...	...
Kiribati	521[c]	596[c]	596[c]	571[c]	14.4	0.0	−4.2	9.6
Marshall Islands	266[c]	237[c]	276[c]	266[c]	−10.9	16.5	−3.6	0.0
FSM	...	...	700[c]	1,144[c]	...	...	63.4	...
Nauru	391[c]	421[c]	397[c]	389[c]	7.7	−5.7	−2.0	−0.5
New Zealand	625	657	597	588	5.1	−9.1	−1.5	−5.9
Niue	...	...	216[c]	220[c]	...	...	1.9	...
Palau	720[c]	604[c]	700[c]	720[c]	−16.1	15.9	2.9	0.0
Papua New Guinea	77	74	92	74	−3.9	24.3	−19.6	−3.9
Samoa	5,291[c]	5,000[c]	4,851[c]	3,664[c]	−5.5	−3.0	−0.8	−9.1
Solomon Islands	...	4,097[c]	6,107[c]	6,105[c]	...	49.1	0.0	...
Tonga	1,803[c]	4,253[c]	4,801[c]	4,907[c]	135.9	12.9	2.2	172.2
Tuvalu	...	...	228[c]	228[c]	...	...	...	...
Vanuatu	...	110	277	297		151.8	7.2	...
South Asia								
Bangladesh	7,207	6,696	...	4,038	−7.1	...	...	−44.0
Bhutan	...	...	114	116		...	1.8	...
India	70,759	69,554	148,197[d]	159,154	−1.7	113.1	7.4	124.9
Maldives	82	83	89	96	1.2	7.2	7.9	17.1
Nepal	2,751	1,802	1,348	2,751	−34.5	−25.2	104.1	0
Sri Lanka	4,535	4,445	4,562	4,081	−2.0	2.6	−10.5	−10.0
Southeast Asia								
Brunei Darussalam	...	...	...	...	...	...	...	...
Cambodia	45,016	88,821	79,599	79,899	97.3	−10.4	0.4	77.5
Indonesia	6,504,840	5,813,492	6,350,412	7,071,690	−10.6	9.2	11.4	8.7
Lao PDR	...	...	45,000	104,744	...	...	132.8	...
Malaysia	2,361	2,324	2,279	2,729	−1.6	−1.9	19.7	15.6
Singapore	422	423	419	436	0.2	−0.9	4.1	3.3
Thailand	9,635	9,767	9,223	11,730	1.4	−5.6	27.2	21.7
Timor-Leste	...	...	2,677[c]	1,104[c]	...	...	−58.8	...
Viet Nam	10,226,376	11,516,793	11,800,924	11,156,512	12.6	2.5	−5.5	9.1

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Armenia: The amount reported appears to include customs administration.

[b] PRC: From FY2021, amounts reported for operational expenditure include both central and local authorities.

[c] These numbers are expressed in 000's of local currency.

[d] India: From FY2021, amounts reported for operational expenditure include both direct and indirect taxes administration.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Table A.12: Salary Expenditure for Tax Administration, FYs 2019–2022

Region/Economy	Actual (or estimated) Salary Expenditure (million, in local currency)				Actual (or estimated) Salary Expenditure (as a % of total operating expenditure)			
	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia								
Armenia	8,062	8,649	17,377[a]	8,908	50.5	53.2	58.8	64.2
Azerbaijan	89	115	131	159	84.8	85.2	87.3	93.0
Georgia	34	39	41	43	82.9	86.7	83.7	81.1
Kazakhstan	31,786	...	...	29,521	90.1	...	...	48.3
Kyrgyz Republic	1,472	1,377	1,145	2,537	91.3	93.0	65.3	95.1
Pakistan	17,754	17,926	18,305	13,458	67.5	67.5	53.9	58.3
Tajikistan	30	24	30	42	25.9	19.0	19.1	29.0
Uzbekistan	950,419	998,081	1,271,793	1,022,616	94.1	90.8	86.5	93.6
East Asia								
PRC	65,293	62,036	156,029	158,160	59.1	62.9	77.1	77.2
Hong Kong, China	1,393	1,469	1,487	1,365	86.8	86.3	84.7	77.6
Japan	550,548	556,789	562,138	556,596	78.4	78.9	78.1	87.5
Korea, Rep. of	1,213,281	1,245,779	1,284,895	1,320,176	72.7	73.7	74.1	71.5
Mongolia	26,748	26,023	28,697	30,945	72.5	64.6	66.8	73.9
Taipei,China	9,554	9,531	9,668	9,283	37.8	37.6	36.5	36.8
Pacific								
Australia	1,953	1,964	2,042	2,083	53.8	51.7	50.8	51.4
Cook Islands	807[b]	958[b]	1,027[b]	1,122[b]	85.1	86.0	91.4	86.6
Fiji	18	18	14	...	64.3	58.1	53.8	...
Kiribati	373[b]	468[b]	406[b]	312[b]	71.6	78.5	68.1	54.6
Marshall Islands	220[b]	189[b]	220[b]	220[b]	82.7	79.7	79.7	82.7
FSM	535[b]	535[b]	535[b]	769[b]	...	...	76.4	67.2
Nauru	217[b]	227[b]	263[b]	286[b]	55.5	53.9	66.2	73.5
New Zealand	419	410	411	354	67.0	62.4	68.8	60.2
Niue	...	...	195[b]	195[b]	...	...	90.3	88.6
Palau	...	522[b]	597[b]	581[b]	...	86.4	85.3	80.7
Papua New Guinea	48	56	59	52	62.3	75.7	64.1	70.3
Samoa	3,237[b]	3,761[B]	3,562[b]	3,664[b]	61.2	75.2	73.4	76.2
Solomon Islands	...	1,005[b]	2,727[b]	2,728[b]	...	24.5	44.7	44.7
Tonga	1,217[b]	2,988[b]	2,390[b]	3,409[b]	67.5	70.3	49.8	69.5
Tuvalu	...	...	166[b]	166[b]	...	...	72.8	...
Vanuatu	...	92	182	202	...	83.6	65.7	68.0
South Asia								
Bangladesh	4,684	...	...	2,525	65.0	...	...	62.5
Bhutan	...	...	105	113	...	...	92.1	97.4
India	39,464	42,703	98,826[c]	108,593	55.8	61.4	66.7	68.2
Maldives	68	73	73	80	82.9	88.0	82.0	83.3
Nepal	...	536	522	724	...	29.7	38.7	26.3
Sri Lanka	2,713	3,421	3,334	2,995	59.8	77.0	73.1	73.4
Southeast Asia								
Brunei Darussalam	...	...	...	...	...	...	...	...
Cambodia	31,147	51,170	45,519	44,995	69.2	57.6	57.2	56.3
Indonesia	2,683,779	2,785,953	2,810,811	2,121,033	41.3	47.9	44.3	30.0
Lao PDR	17,361	52,102	30,000	55,445	...	...	66.7	52.9
Malaysia	1,644	1,653	1,841	2,009	69.6	71.1	80.8	73.6
Philippines	6,261	6,603	8,115	...	69.4	68.9	71.5	...
Singapore	259	256	261	273	61.4	60.5	62.3	62.6
Thailand	7,210	7,387	7,374	8,544	74.8	75.6	80.0	72.8
Timor-Leste	307[b]	...	559[b]	700[b]	...	...	20.9	63.4
Viet Nam	...	8,305,311	...	6,367,559	...	72.1	...	57.1
Average (unweighted)					68.1	67.4	66.9	67.7

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Armenia: amount includes customs administration.

[b] These numbers are expressed in 000's of local currency.

[c] India: Aggregate includes indirect taxes administration from FY2021.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Table A.13: ICT Expenditure, FYs 2019–2022

Region/Economy	Actual (or estimated) ICT Expenditure (million in local currency)				Actual (or estimated) ICT Expenditure (% of total operating expenditure)			
	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia								
Armenia[a]	15	13	29	101	0.1	0.1	0.1	0.7
Azerbaijan	12	35	31	5	11.4	25.9	20.7	2.9
Georgia	1	2	1	1	2.4	4.4	2.0	1.9
Kazakhstan[a]	106	...	...	5,790	0.3	...	...	9.5
Kyrgyz Republic	2	16	45	16	0.1	1.1	2.6	0.6
Pakistan	176	...	...	334	0.7	...	...	1.4
Tajikistan	...	1	1	1	...	0.8	0.6	0.7
Uzbekistan	4,834	21,125	25,350	18,082	0.5	1.9	1.7	1.7
East Asia								
PRC	1,760	1,607	1,369	1,121	1.6	1.6	0.7	0.5
Hong Kong, China	171	118	112	132	10.7	6.9	6.4	7.5
Japan	49,561	51,858	57,600	2,412	7.1	7.3	8.0	0.4
Korea, Rep. of	104,082	109,118	130,899	124,650	6.2	6.5	7.5	6.8
Mongolia	1,415	903	1,516	1,101	3.8	2.2	3.5	2.6
Taipei,China	745	735	1,233	146	2.9	2.9	4.7	0.6
Pacific								
Australia	444	529	586	582	12.2	13.9	14.6	14.4
Cook Islands	31[b]	18[b]	66[b]	126[b]	3.3	1.6	5.9	9.7
Fiji	6	3	4	...	21.4	9.7	15.4	
Kiribati	62[b]	59[b]	52[b]	11[b]	11.9	9.9	8.7	1.9
Marshall Islands	...	...	3[b]	3[b]	...	...	1.1	1.1
FSM	50[b]	50[b]	50[b]	...	...	...	7.1	...
Nauru	0	0	...	0	0.0	0.0	...	0.0
New Zealand	116	105	93	84	18.6	16.0	15.6	14.3
Niue	...	...	...	0	...	...	...	0.0
Palau	...	9[b]	0	0		1.5	0.0	0.0
Papua New Guinea	4	2	2	6	5.2	2.7	2.2	8.1
Samoa	...	...	...	68[b]	...	...	...	1.4
Solomon Islands	0	1,473[b]	1,124[b]	1,120[b]	...	36.0	18.4	18.3
Tonga	6[c]	186[b]	95[b]	727[b]	...	4.4	2.0	14.8
Tuvalu	...	...	2[b]	2[b]	...		0.9	...
Vanuatu	...	32	...	...	...	29.1	...	...
South Asia								
Bangladesh	57	...	3	...	0.8	...	...	...
Bhutan	...	...	...	...	...	...	...	...
India	8,681	5,542	12,285[b]	8,495	12.3	8.0	8.3	5.3
Maldives	4	1	10	7	4.9	1.2	11.2	7.3
Nepal	192	181	206	192	7.0	10.0	15.3	7.0
Sri Lanka	...	259	1,180	4,578	...	5.8	25.9	112.2
Southeast Asia								
Brunei Darussalam	...	...	...	...				
Cambodia	16,718	2,726	3,544	3,546	37.1	3.1	4.5	4.4
Indonesia	29,001	123,651	79,948	448,283	0.4	2.1	1.3	6.3
Lao PDR	3,200	...	5,000	8,000	...	...	11.1	7.6
Malaysia	154	181	187	176	6.5	7.8	8.2	6.4
Philippines	238	655	741	...	2.6	6.8	6.5	...
Singapore	111	113	106	111	26.3	26.7	25.3	25.5
Thailand	495	495	495	1,132	5.1	5.1	5.4	9.7
Timor-Leste	380[b]	...	...	2,883[b]	...	...	...	261.1
Viet Nam	642,103	456,811	974,262	607,516	6.3	4.0	8.3	5.4
Average (unweighted)					7.4	7.9	7.8	15.3

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, ICT = information and communication technology, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Armenia and Kazakhstan: Aggregates are tax and customs administration combined.

[b] These numbers are expressed in 000's of local currency.

[c] India: Data include indirect taxes from FY2022.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Table A.14a: Institutional Arrangements, Roles, and Responsibilities, FY2022 (Part 1)

Region/Economy	Type of Institutional Framework	Features of USBB (where applicable): Decision-Making or Advisory	Size of Board (no.)	Private Sector Members (no.)	Institution Administers Tax and Customs	Other Roles: Welfare Benefits	Child Support
Central and West Asia							
Armenia	USB	X	X	X	✓	X	X
Azerbaijan	SDMIN	X	X	X	X	X	X
Georgia	USB	X	X	X	✓	X	X
Kazakhstan	SDMIN	X	X	X	✓	✓	✓
Kyrgyz Republic	USB	X	X	X	X	X	X
Pakistan	Other	X	X	X	✓	X	X
Tajikistan	Other	X	X	X	X	X	X
Uzbekistan	SDMIN	X	X	X	X	✓	X
East Asia							
PRC	MDMIN	X	X	X	X	X	X
Hong Kong, China	SDMIN	X	X	X	X	X	X
Japan	USB	X	X	X	X	X	X
Korea, Rep. of	USB	X	X	X	X	✓	X
Mongolia	SDMIN	X	X	X	X	X	X
Taipei,China	SDMIN	X	X	X	X	X	X
Pacific							
Australia	USB	X	X	X	X	X	X
Cook Islands	MDMIN	X	X	X	✓	X	X
Fiji	USBB	DB	6	3	✓	X	X
Kiribati	SDMIN	X	X	X	X	X	X
Marshall Islands	SDMIN	X	X	X	✓	X	X
FSM	SDMIN	X	X	X	✓	X	X
Nauru	SDMIN	X	X	X	X	X	X
New Zealand	USB	X	X	X	X	✓	✓
Niue	SDMIN	X	X	X	X	X	X
Palau	SDMIN	X	X	X	X	X	X
Papua New Guinea	USB	X	X	X	X	X	X
Samoa	USBB	AB	6	1	✓	X	X
Solomon Islands	SDMIN	X	X	X	X	X	X
Tonga	MDMIN	X	X	X	✓	X	X
Tuvalu	SDMIN	X	X	X	✓	X	X
Vanuatu	SDMIN	X	X	X	✓	X	X
South Asia							
Bangladesh	Other	X	X	X	✓	X	X
Bhutan	SDMIN	X	X	X	✓	X	X
India	SDMIN	X	X	X	✓	X	X
Maldives	USBB	DB	7	1	X	X	X
Nepal	SDMIN	X	X	X	X	✓	X
Sri Lanka	SDMIN	X	X	X	X	X	X
Southeast Asia							
Brunei Darussalam	MDMIN	X	X	X	X	X	X
Cambodia	SDMIN	X	X	X	X	X	X
Indonesia	SDMIN	X	X	X	X	X	X
Lao PDR	SDMIN	X	X	X	X	✓	X
Malaysia	USBB	DB	9	3	X	✓	X
Singapore	USBB	DB	10	7	X	X	X
Thailand	SDMIN	X	X	X	X	X	X
Timor-Leste	SDMIN	X	X	X	X	X	X
Viet Nam	SDMIN	X	X	X	X	X	X

... = no data at cutoff date, ✓ = relevant, X = not relevant, AB = advisory board, PRC = People's Republic of China, DB = decision-making board, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, MDMIN = multiple departments within the MOF, SDMIN = single department within the MOF, USB = unified semiautonomous body, USBB = unified semiautonomous body with a board.

Source: ISORA 2023.

Table A.14b: Institutional Setups, Roles, and Responsibilities, FY2022 (Part 2)

Region/Economy	Other Roles						
	Property Valuation	Student Loans	Population Register	Retirement Savings	Lotteries, Gambling, Gaming	National Property Register	Motor Vehicle Register
Central and West Asia							
Armenia	X	X	X	X	✓	X	X
Azerbaijan	X	X	X	X	✓	X	X
Georgia	X	X	X	X	✓	X	X
Kazakhstan	X	X	X	X	✓	X	X
Kyrgyz Republic	X	X	X	X	✓	X	X
Pakistan	✓	X	X	X	X	X	X
Tajikistan	X	X	X	X	X	X	X
Uzbekistan	✓	X	✓	✓	X	X	✓
East Asia							
PRC	X	X	X	X	X	X	X
Hong Kong, China	X	X	X	X	X	X	X
Japan	✓	X	X	X	X	X	X
Korea, Rep. of	X	✓	X	X	X	X	X
Mongolia	X	X	X	X	X	X	X
Taipei,China	X	X	X	X	X	X	X
Pacific							
Australia	X	✓	X	✓	X	X	X
Cook Islands	X	X	X	X	X	X	X
Fiji	X	✓	X	X	✓	X	X
Kiribati	X	X	X	X	X	X	X
Marshall Islands	X	X	X	X	X	X	X
FSM	X	X	X	X	X	X	X
Nauru	X	X	X	X	✓	X	✓
New Zealand	X	✓	X	✓	✓	X	X
Niue	X	X	X	X	X	X	X
Palau	X	X	X	X	X	X	X
Papua New Guinea	X	X	X	X	X	X	X
Samoa	X	X	X	X	X	X	X
Solomon Islands	X	X	X	X	X	X	✓
Tonga	X	X	X	X	X	X	X
Tuvalu	X	X	X	X	X	X	X
Vanuatu	X	X	X	X	X	X	✓
South Asia							
Bangladesh	X	X	X	X	X	X	X
Bhutan	X	X	X	X	X	X	X
India	X	X	X	X	X	X	X
Maldives	X	X	X	X	X	X	X
Nepal	X	X	X	X	X	X	X
Sri Lanka	X	X	X	X	X	X	X
Southeast Asia							
Brunei Darussalam	X	X	X	X	X	X	X
Cambodia	X	X	X	X	✓	X	X
Indonesia	✓	X	X	X	X	X	X
Lao PDR	X	X	X	X	✓	X	X
Malaysia	✓	✓	X	✓	X	X	X
Singapore	✓	X	X	X	X	X	X
Thailand	X	X	X	X	X	X	X
Timor-Leste	X	X	X	X	✓	X	X
Viet Nam	X	X	X	X	✓	X	X

... = no data at cut-off date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.15a: Management Autonomy and Selected Governance Features, FY2022 (Part 1)

Region/Economy	Management Autonomy of Institution				Selected Governance Features	
		Exercise Discretion over				
	Design Internal Structure	Operating Budget	Capital Budget	Set Performance Standards	External Auditor in Place	Internal Assurance Mechanism
Central and West Asia						
Armenia	X	X	X	✓	✓	✓
Azerbaijan	X	X	X	✓	X	X
Georgia	✓	✓	✓	✓	✓	✓
Kazakhstan	✓	X	X	X	X	✓
Kyrgyz Republic	✓	✓	✓	✓	✓	✓
Pakistan	X	X	X	✓	✓	✓
Tajikistan	✓	✓	✓	✓	X	✓
Uzbekistan	✓	✓	X	✓	X	✓
East Asia						
PRC	✓	✓	✓	✓	✓	✓
Hong Kong, China	✓	✓	✓	✓	✓	✓
Japan	✓	✓	X	✓	✓	✓
Korea, Rep. of	X	X	X	✓	✓	✓
Mongolia	X	X	X	✓	✓	✓
Taipei,China	✓	✓	✓	✓	✓	✓
Pacific						
Australia	✓	✓	✓	✓	✓	✓
Cook Islands	✓	✓	✓	✓	✓	✓
Fiji	✓	✓	✓	✓	✓	✓
Kiribati	X	✓	X	✓	X	X
Marshall Islands	X	✓	X	✓	✓	✓
FSM	X	✓	X	✓	✓	✓
Nauru	✓	X	X	✓	✓	X
New Zealand	✓	✓	✓	✓	✓	✓
Niue	X	X	X	✓	X	X
Palau	X	✓	✓	✓	✓	✓
Papua New Guinea	✓	✓	✓	✓	✓	✓
Samoa	X	✓	✓	✓	✓	✓
Solomon Islands	X	✓	✓	✓	✓	✓
Tonga	✓	✓	X	✓	✓	X
Tuvalu	X	X	X	✓	X	X
Vanuatu	✓	X	X	✓	✓	X
South Asia						
Bangladesh	X	X	X	X	✓	✓
Bhutan	✓	X	X	✓	✓	X
India	✓	✓	✓	✓	✓	✓
Maldives	✓	X	X	✓	✓	✓
Nepal	X	✓	✓	✓	✓	✓
Sri Lanka	✓	X	X	✓	✓	✓
Southeast Asia						
Brunei Darussalam	✓	✓	X	✓	X	✓
Cambodia	✓	✓	✓	✓	✓	✓
Indonesia	X	✓	✓	✓	X	✓
Lao PDR	✓	✓	X	✓	✓	✓
Malaysia	✓	✓	✓	✓	✓	✓
Singapore	✓	✓	✓	✓	✓	✓
Thailand	✓	✓	✓	✓	✓	✓
Timor-Leste	✓	X	X	✓	X	✓
Viet Nam	X	X	X	✓	✓	✓

... = no data at cut-off date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.15b: Management Autonomy and Selected Governance Features, FY2022 (Part 2)

	Selected Governance Features (contd.)					
	Code of Conduct for Staff		Integrity Strategy			
Region/Economy	Service-wide Code	Internal Code	Strategy in Place	Stakeholder Agreements in Place	Internal Awareness Campaigns	Periodic Surveys to Assess Commitment
Central and West Asia						
Armenia	✓	✓	X	X	X	✓
Azerbaijan	✓	✓	X	X	X	✓
Georgia	✓	✓	✓	✓	✓	X
Kazakhstan	✓	✓	X	X	X	X
Kyrgyz Republic	✓	✓	✓	✓	✓	✓
Pakistan	✓	X	✓	✓	✓	X
Tajikistan	✓	✓	✓	✓	✓	X
Uzbekistan	✓	✓	✓	✓	X	X
East Asia						
PRC	✓	✓	✓	✓	✓	✓
Hong Kong, China	✓	✓	X	X	X	X
Japan	✓	✓	✓	✓	✓	✓
Korea, Rep. of	✓	✓	✓	X	✓	X
Mongolia	✓	✓	✓	✓	✓	✓
Taipei,China	✓	✓	✓	✓	✓	✓
Pacific						
Australia	✓	X	X	X	X	✓
Cook Islands	✓	✓	✓	✓	X	X
Fiji	X	✓	✓	✓	✓	✓
Kiribati	✓	X	X	X	X	X
Marshall Islands	✓	✓	✓	X	X	X
FSM	✓	X	X	X	X	X
Nauru	✓	✓	X	X	X	X
New Zealand	✓	✓	✓	X	✓	✓
Niue	✓	X	X	X	X	X
Palau	✓	X	X	X	X	X
Papua New Guinea	✓	✓	✓	✓	✓	✓
Samoa	✓	✓	✓	✓	✓	✓
Solomon Islands	✓	X	X	X	X	X
Tonga	✓	✓	X	X	X	X
Tuvalu	✓	X	X	X	X	X
Vanuatu	✓	X	X	X	X	X
South Asia						
Bangladesh	✓	✓	✓	✓	✓	X
Bhutan	✓	✓	X	X	X	X
India	✓	X	✓	✓	✓	X
Maldives	✓	✓	X	X	X	X
Nepal	✓	✓	X	X	X	X
Sri Lanka	✓	✓	X	X	X	X
Southeast Asia						
Brunei Darussalam	✓	✓	✓	X	✓	X
Cambodia	✓	✓	✓	✓	✓	✓
Indonesia	✓	✓	✓	✓	✓	✓
Lao PDR	✓	✓	✓	✓	✓	X
Malaysia	✓	✓	✓	✓	✓	✓
Singapore	✓	✓	✓	✓	✓	X
Thailand	✓	✓	✓	✓	✓	✓
Timor-Leste	✓	X	X	X	X	X
Viet Nam	✓	✓	✓	X	✓	X

... = no data at cut-off date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.16: Institutional Accountability and Transparency, FY2022

	Formal Reports of Revenue Body							
	Strategic Plan (i.e., annual/multiyear)		Annual Business/ Operational Plan		Annual Performance Report		Service Delivery Standards	
Region/Economy	Produced	Published	Produced	Published	Produced	Published	Produced	Published
Central and West Asia								
Armenia	✓	✓	✓	X	✓	✓	✓	✓
Azerbaijan	✓	✓	X	X	✓	X	✓	✓
Georgia	✓	✓	✓	✓	✓	✓	✓	✓
Kazakhstan	✓	✓	X	X	X	X	✓	✓
Kyrgyz Republic	✓	✓	✓	✓	✓	✓	✓	✓
Pakistan	✓	X	✓	X	✓	✓	✓	✓
Tajikistan	✓	✓	✓	X	✓	X	✓	✓
Uzbekistan	✓	X	✓	X	✓	✓	✓	✓
East Asia								
PRC	✓	✓	✓	X	✓	X	✓	✓
Hong Kong, China	✓	✓	✓	✓	✓	✓	✓	✓
Japan	✓	✓	✓	✓	✓	✓	✓	✓
Korea, Rep. of	X	X	✓	✓	X	X	X	X
Mongolia	✓	X	✓	X	✓	X	X	X
Taipei,China	X	X	✓	✓	✓	✓	X	X
Pacific								
Australia	✓	✓	✓	...	✓	✓	✓	✓
Cook Islands	✓	X	✓	X	✓	X	✓	X
Fiji	✓	✓	✓	✓	✓	✓	✓	✓
Kiribati	✓	X	✓	X	X	X	✓	✓
Marshall Islands	✓	X	✓	X	X	X	✓	✓
FSM	✓	X	✓	X	✓	X	✓	✓
Nauru	X	X	X	X	✓	✓	✓	✓
New Zealand	✓	✓	✓	✓	✓	✓	✓	✓
Niue	✓	X	✓	X	✓	X	X	X
Palau	✓	X	✓	X	✓	X	✓	X
Papua New Guinea	✓	X	✓	X	✓	X	✓	✓
Samoa	✓	✓	✓	X	✓	X	✓	✓
Solomon Islands	✓	✓	✓	X	✓	✓	✓	✓
Tonga	✓	✓	✓	✓	✓	✓	✓	✓
Tuvalu	✓	X	✓	X	✓	X	✓	✓
Vanuatu	X	X	✓	X	✓	X	X	X
South Asia								
Bangladesh	✓	X	✓	X	✓	✓	X	X
Bhutan	X	X	✓	X	✓	✓	✓	✓
India	✓	✓	✓	X	✓	✓	✓	✓
Maldives	✓	✓	X	X	✓	✓	✓	✓
Nepal	✓	✓	✓	✓	✓	✓	✓	✓
Sri Lanka	X	X	X	X	✓	✓	✓	✓
Southeast Asia								
Brunei Darussalam	✓	X	✓	X	✓	X	✓	X
Cambodia	✓	X	✓	X	✓	X	✓	✓
Indonesia	✓	✓	✓	✓	✓	✓	✓	✓
Lao PDR	✓	X	✓	X	✓	X	✓	X
Malaysia	✓	✓	✓	✓	✓	✓	✓	✓
Singapore	✓	X	✓	X	✓	✓	✓	✓
Thailand	✓	✓	✓	✓	✓	✓	✓	✓
Timor-Leste	✓	X	X	X	✓	X	✓	X
Viet Nam	✓	X	✓	X	✓	X	✓	✓

... = no data at cut-off date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Note: Documents produced and published either separately or as part of another document (e.g., a ministry of finance report).

Source: ISORA 2023.

Table A.17: Organization—Recent Structural Reforms Made or Being Implemented, FY2022

Region/Economy	Significant Structural Reforms Made or Underway	Nature of Reforms Made over Past 3 Years or in Course of Implementation					
		Internal Redesign	Streamlining of Office Network	Creation of New Offices	Changed Lines of Control/ Management	Integration with Other Bodies	Split into Separate Bodies, etc.
Central and West Asia							
Armenia	✓	✓	✓	X	✓	X	X
Azerbaijan	✓	✓	X	✓	X	X	X
Georgia	✓	✓	✓	✓	X	X	X
Kazakhstan	X	X	X	X	X	X	X
Kyrgyz Republic	✓	✓	✓	✓	✓	✓	✓
Pakistan	✓	X	✓	✓	✓	✓	X
Tajikistan	X	X	X	X	X	X	X
Uzbekistan	✓	✓	✓	✓	✓	✓	X
East Asia							
PRC	X	X	X	X	X	X	X
Hong Kong, China	X	X	X	X	X	X	X
Japan	✓	X	X	X	X	X	✓
Korea, Rep. of	✓	X	✓	✓	X	X	X
Mongolia	✓	✓	X	✓	X	X	X
Taipei,China	✓	X	✓	X	X	X	✓
Pacific							
Australia	X	X	X	X	X	X	X
Cook Islands	✓	✓	X	X	✓	X	X
Fiji	✓	X	✓	X	✓	X	X
Kiribati	✓[a]	X	X	X	X	X	X
Marshall Islands	X	X	X	X	X	X	X
FSM	X	X	X	X	X	X	X
Nauru	✓	X	X	✓	✓	X	X
New Zealand	✓	X	✓	X	✓	X	X
Niue	X	X	X	X	X	X	X
Palau	✓	X	X	X	✓	X	✓
Papua New Guinea	✓	✓	✓	✓	✓	X	X
Samoa	✓	X	X	X	X	X	✓
Solomon Islands	✓	X	X	X	X	X	✓
Tonga	✓	✓	X	X	✓	X	X
Tuvalu	✓	X	X	X	X	✓	X
Vanuatu	X	X	X	X	X	X	X
South Asia							
Bangladesh	X	X	X	X	X	X	X
Bhutan	X	X	X	X	X	X	X
India	✓	✓	✓	✓	✓	X	X
Maldives	✓	✓	X	✓	X	X	X
Nepal	✓	✓	X	✓	X	X	X
Sri Lanka	✓	X	X	✓	X	X	✓
Southeast Asia							
Brunei Darussalam	X	X	X	X	X	X	X
Cambodia	✓	X	X	✓	✓	X	X
Indonesia	✓	✓	✓	✓	✓	X	X
Lao PDR	✓	X	✓	✓	X	X	X
Malaysia	✓	✓	✓	✓	✓	✓	X
Singapore	✓	✓	X	✓	✓	X	X
Thailand	✓	X	X	✓	X	X	X
Timor-Leste	X	X	X	X	X	X	X
Viet Nam	X	X	X	X	X	X	X

... = no data at cut-off date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Kiribati: nature of reform reported as "other."

Source: ISORA 2023.

Table A.18: Organization—Drivers of Reforms Made or Being Implemented, FY2022

Region/Economy	Drivers of Structural Reforms Made over Recent Years or Being Implemented						Organization Structure	
	Digital Advances	Efficiency Gains	Changes in Government Policy	New Roles	National/ International Requirement	Other	Published	Main Design Criteria[a]
Central and West Asia								
Armenia	✓	✓	X	X	X	X	✓	F
Azerbaijan	✓	✓	X	X	X	X	✓	F
Georgia	✓	✓	X	X	X	X	✓	F
Kazakhstan	X	X	X	X	X	X	✓	F
Kyrgyz Republic	✓	✓	✓	✓	✓	X	✓	F
Pakistan	✓	X	✓	✓	✓	✓	✓	F
Tajikistan	X	X	X	X	X	X	✓	F
Uzbekistan	✓	✓	✓	✓	X	X	✓	
East Asia								
PRC	X	X	X	X	X	X	✓	T, F
Hong Kong, China	X	X	X	X	X	X	✓	F
Japan	✓	✓	X	X	X	X	✓	F
Korea, Rep. of	✓	✓	X	✓	X	X	X	F
Mongolia	✓	X	X	✓	X	X	✓	
Taipei,China	X	✓	✓	x	✓	X	✓	
Pacific								
Australia	X	X	X	X	X	X	✓	F, TS
Cook Islands	✓	✓	✓	X	X	X	X	...
Fiji	✓	✓	✓	✓	✓	X	X	F
Kiribati	X	X	X	✓	✓	X	X	...
Marshall Islands	X	X	X	X	X	X	X	...
FSM	X	X	X	X	X	X	X	...
Nauru	✓	X	X	X	X	X	✓	F
New Zealand	X	✓	X	X	X	X	X	F, TS
Niue	X	X	X	X	X	X	X	...
Palau	X	✓	✓	X	X	X	X	...
Papua New Guinea	X	X	X	✓	X	X	✓	F
Samoa	X	X	X	X	X	X	✓	F
Solomon Islands	✓	✓	X	✓	X	X	✓	F
Tonga	✓	✓	X	X	X	X	✓	F
Tuvalu	X	X	✓	X	X	X	X	...
Vanuatu	X	X	X	X	X	X	X	...
South Asia								
Bangladesh	X	X	X	X	X	X	✓	F, TT
Bhutan	X	X	X	X	X	X	✓	TT
India	✓	✓	✓	X	X	X	X	TT
Maldives	✓	X	X	✓	✓	X	✓	F
Nepal	✓	✓	✓	✓	X	X	✓	
Sri Lanka	X	✓	✓	X	✓	X	✓	F, TS
Southeast Asia								
Brunei Darussalam	X	X	X	X	X	X	✓	F
Cambodia	X	✓	X	✓	✓	X	✓	F
Indonesia	✓	✓	✓	X	X	X	✓	F, TS
Lao PDR	✓	X	X	✓	X	X	X	...
Malaysia	✓	X	✓	✓	✓	✓	✓	F[b]
Singapore	✓	✓	X	✓	X	X	✓	F
Thailand	✓	✓	X	X	✓	X	✓	F
Timor-Leste	X	X	X	X	X	X	✓	F
Viet Nam	X	X	X	X	X	X	✓	F

... = no data at cut-off date, ✓ = relevant, PRC = People's Republic of China, F = function, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, TS = taxpayer segment, TT = tax type, X = not relevant.

[a] Data sourced from official organization charts referenced in ISORA 2023 responses and revenue bodies' websites.

[b] For direct taxes only.

Source: ISORA 2023.

Table A.19: Overall Staffing Levels, FYs 2019–2022

Region/Economy	Staff Employed for All Roles (no.)					Change in Staff Levels (%)	
	At Start of FY2019	At Start of FY2020	At Start of FY2021	At Start of FY2022	At End of FY2022	Start FY2019/ End-FY2022	Start FY2022/ End-FY2022
Central and West Asia							
Armenia[a]	3,179	2,952	2,964	2,938	2,980	−6.3	1.4
Azerbaijan	3,032	2,655[b]	2,718[b]	2,776[b]	3,549	21.4	32.6
Georgia[a]	3,513	3,717	3,745	3,591	3,515	0.1	−2.1
Kazakhstan	11,222	11,703	12,391	10,265[a]	8,965[a]	−20.1	−12.5
Kyrgyz Republic	2,101	2,186	2,437	2,571	2,591	23.3	0.8
Pakistan	20,854[a]	20,983[a]	20,297[a]	20,199[a]	19,298[a]	−7.5	−4.5
Tajikistan	1,743	1,741	1,748	1,865	1,760	0.9	−5.6
Uzbekistan	10,685	10,936	10,081	10,308	9,134	−14.5	−11.4
East Asia							
PRC	740,196	720,258	708,903	698,371	688,676	−7.0	−1.4
Hong Kong, China	2,813	2,811	2,843	2,815	2,718	−3.4	−3.4
Japan	55,695	53,300	53,000	53,000	54,000	−3.0	1.9
Korea, Rep. of	20,602	20,804	20,911	21,527	21,453	4.1	−0.3
Mongolia	1,899	1,819	1,840	1,810	1,696	10.5	−6.3
Taipei,China	8,342	8,566	8,571	8,442	8,441	1.2	5.5
Pacific							
Australia	20,350	19,158	21,184	20,956	20,108	−1.2	−4.1
Cook Islands	28	24	29	26	26	−7.1	−18.7
Fiji[a]	859	900	861	688	695	−22.7	−3.4
Kiribati	26	25	25	28	30	...	...
Marshall Islands	0	14	11	11	11	...	...
FSM[a]	...	...	59	53	58	...	9.43
Nauru	14	16	17	17	16	14.3	−5.9
New Zealand	5,135	4,888	4,724	4,106	3,819	−25.6	−7.0
Niue	...	...	6	6	7	...	16.7
Palau	...	21	21	22	22	...	...
Papua New Guinea	621	700	698	697	684	10.1	−1.9
Samoa	212	208	215	219	211	0.5	3.6
Solomon Islands	108	118	118	121	122	13.0	0.8
Tonga	104	99	104	106	89	−14.4	−16.0
Tuvalu	...	...	...	10	10	...	...
Vanuatu [a]	...	105	151	177	171	...	−3.4
South Asia							
Bangladesh	8,769	11,713	12,395	12,395	12,784	45.8	3.1
Bhutan	...	...	218	272	234	...	−14.0
India	...	...	94,591	112,134	112,700	...	0.5
Maldives	279	297	297	305	310	11.1	1.6
Nepal	...	1,301	1,289	1,451	1,429	...	1.5
Sri Lanka	...	2,626	2,551	2,481	2,431	...	−2.0
Southeast Asia							
Brunei Darussalam	...	49	49	46	49	...	6.5
Cambodia	1,958	2,513	2,514	2,501	2,736	39.7	9.4
Indonesia	45,341	46,517	46,220	45,382	44,788	−1.2	−1.3
Lao PDR	2,492	2,380	2,270	2,270	2,259	9.3	−0.5
Malaysia	12,889	12,920	13,265	11,758	12,957	−2.3	10.2
Philippines	11,583	12,398	13,178	13,917	...	...	...
Singapore	1,911	1,898	1,929	1,941	1,943	1.7	0.1
Thailand	22,093	21,729	21,117	22,259	22,837	3.4	2.6
Timor-Leste	110	114	110	110	121	10.0	10.0
Viet Nam	37,171	39,372	34,203	36,283	39,279	5.7	8.3

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Staff aggregates include customs administration staffing for the fiscal years indicated.

[b] Revenue body advised in ISORA 2023 that these data excluded contracted staff that are included in FY2022.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Table A.20: Staffing Departures and Recruitment, FYs 2019–2022

Region/Economy	Staff Departures (no.)				Staff Recruits (no.)				Female Recruits (% of total), FY2022
	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022	
Central and West Asia									
Armenia	900	462	380	371	673	474	354	413	39
Azerbaijan	401	122	192	213	865	100	250	300	23
Georgia	114	105	198	261	320	133	44	185	56
Kazakhstan	3,130	1,655	1,489	1,559	3,275	2,343	2,153	259	...
Kyrgyz Republic	78	48	...	297	70	299	...	318	37
Pakistan	1,231	853	287	2,341	561	167	189	1,440	12
Tajikistan	269	123	151	163	97	169	177	58	11
Uzbekistan	818	1,297	591	1,422	1,069	468	353	248	9
East Asia									
PRC	38,736	29,472	25,964	35,542	18,798	18,117	15,432	25,847	58
Hong Kong, China	209	201	216	260	207	233	188	163	67
Japan	...	3,400	4,000	3,000	2,234	3,700	4,000	4,000	39
Korea, Rep. of	...	...	...	...	...	107	...	...	53
Mongolia	107	62	116	144	27	83	86	30	23
Taipei,China	508	471	480	617	499	478	351	619	74
Pacific									
Australia	2,297	2,335	2,777	3,230	1,104	4,361	2,874	2,560	53
Cook Islands	6	1	4	5	6	5	7	5	100
Fiji	75	55	174	122	100	16	1	91	42
Kiribati	1	0	0	1	...	0	1	3	100
Marshall Islands	...	3	0	0	...	2	0	0	0
FSM	...	...	6	2	...	...	0	7	29
Nauru	0	0	2	2	2	1	2	2	13
New Zealand	651	700	712	816	404	536	94	529	68
Niue	...	...	...	0	...	...	...	1	57
Palau	...	1	2	2	...	1	3	2	0
Papua New Guinea	20	19	42	52	50	16	41	39	51
Samoa	23	15	16	42	25	22	30	23	18
Solomon Islands	4	2	2	1	26	9	5	2	50
Tonga	6	1	5	7	10	5	7	4	75
Tuvalu	...	...	...	0	...	...	...	0	0
Vanuatu	...	0	4	9	...	7	30	3	...
South Asia									
Bangladesh	387	172	...	428	3,485	854	182	817	31
Bhutan	...	...	5	60	3	3	10	22	67
India	...	...	7,997	5,434	...	...	6,151	6,000	13
Maldives	32	22	38	35	50	22	46	40	68
Nepal	...	37	59	135	...	25	221	113	27
Sri Lanka	...	75	70	50	...	0	0	0	0
Southeast Asia									
Brunei Darussalam	...	0	0	0	...	0	0	3	100
Cambodia	43	29	13	43	598	30	0	278	39
Indonesia	821	801	838	895	1,997	504	0	301	60
Lao PDR	39	69	0	...	14	12	0	...	26
Malaysia	461	397	404	566	783	486	388	1,765	1
Philippines	363	291	394	...	1,178	1,071	1,133	...	...
Singapore	176	163	158	218	163	200	176	220	60
Thailand	1,358	1,248	2,261	1,129	991	1,449	1,760	1,707	77
Timor-Leste	0	0	9	0	4	1	9	11	73
Viet Nam	1,854	1,092	1,186	927	162	451	3,226	3,923	...

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Table A.21: Staff Attrition and Recruitment Rates, FYs 2019–2022

Region/Economy	Staff Attrition Rate (%)[a]				Staff Recruitment Rates (%)[b]			
	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia								
Armenia	29.4	15.6	12.9	12.5	22.0	16.0	12.0	14.0
Azerbaijan	14.1	4.5	7.0	6.7	30.4	3.7	9.1	9.5
Georgia	3.2	2.8	5.4	7.3	8.9	3.6	1.2	5.2
Kazakhstan	27.3	13.7	13.1	16.2	28.6	19.4	19.0	2.7
Kyrgyz Republic	3.6	2.1	...	11.5	3.3	12.9	...	12.3
Pakistan	5.9	4.1	1.4	11.9	2.7	0.8	0.9	7.3
Tajikistan	15.4	7.1	8.4	9.0	5.6	9.7	9.8	3.2
Uzbekistan	7.6	12.3	5.8	14.6	9.9	4.5	3.5	2.6
East Asia								
PRC	5.3	4.1	3.7	5.1	2.6	2.5	2.2	3.7
Hong Kong, China	7.4	7.1	7.6	9.4	7.4	8.2	6.6	5.9
Japan	...	6.4	7.5	5.6	4.1	7.0	7.5	7.5
Korea, Rep. of	...	...	...	...	...	0.5	...	...
Mongolia	5.8	3.4	6.4	8.2	1.5	4.5	4.7	1.7
Taipei,China	6.0	5.5	5.6	7.3	5.9	5.6	4.1	7.3
Pacific								
Australia	11.6	11.6	13.2	15.7	5.6	21.6	13.6	12.5
Cook Islands	23.1	3.8	14.5	19.2	23.1	18.9	25.5	19.2
Fiji	8.5	6.2	22.5	17.6	11.4	1.8	0.1	13.2
Kiribati	3.9	0.0	0.0	3.4	...	0.0	3.8	10.3
Marshall Islands	...	24.0	0.0	0.0	...	16.0	0.0	0.0
FSM	...	...	10.7	3.6	...	...	0.0	12.6
Nauru	0.0	0.0	11.8	12.1	13.3	6.1	11.8	12.1
New Zealand	13.0	14.6	16.1	20.6	8.1	11.2	2.1	13.4
Palau	...	...	...	0.0	...	...	...	15.4
Niue	...	4.8	9.3	9.1	...	4.8	14.0	9.1
Papua New Guinea	3.0	2.7	6.0	7.5	7.6	2.3	5.9	5.6
Samoa	11.0	7.1	7.4	19.5	11.9	10.4	13.8	10.7
Solomon Islands	3.5	1.7	1.7	0.8	23.0	7.6	4.2	1.6
Tonga	5.9	1.0	4.8	7.2	9.9	4.9	6.7	4.1
Tuvalu	...	...	...	0.0	...	...	...	0.0
Vanuatu	...	0.0	2.4	5.2	...	5.5	18.3	1.7
South Asia								
Bangladesh	3.8	1.4	...	3.4	34.0	7.1	1.5	6.5
Bhutan	...	...	2.0	23.7	...	...	4.1	8.7
India	...	...	7.7	4.8	...	...	6.0	5.3
Maldives	11.1	7.4	12.6	11.4	17.4	7.4	15.3	13.0
Nepal	...	2.9	4.3	9.4	...	1.9	16.1	7.8
Sri Lanka	...	2.9	2.8	2.0	...	0.0	0.0	0.0
Southeast Asia								
Brunei Darussalam	...	0.0	0.0	0.0	...	0.0	0.0	6.3
Cambodia	1.9	1.2	0.5	1.6	26.8	1.2	0.0	10.6
Indonesia	1.8	1.7	1.8	2.0	4.3	1.1	0.0	0.7
Lao PDR	1.6	3.0	0.0	...	0.6	0.5	0.0	...
Malaysia	3.6	3.0	3.2	4.6	6.1	3.7	3.1	14.3
Philippines	3.0	2.3	2.9	...	9.8	8.4	8.4	...
Singapore	9.2	8.5	8.2	11.2	8.6	10.5	9.1	11.3
Thailand	6.2	5.8	10.4	5.0	4.5	6.8	8.1	7.6
Timor-Leste	0.0	0.0	8.2	0.0	3.6	0.9	8.2	9.5
Viet Nam	4.8	3.0	3.4	2.5	0.4	1.2	9.2	10.4
Averages (unweighted)	**7.9**	**5.2**	**6.7**	**8.1**	**11.0**	**6.4**	**6.9**	**7.8**

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Staff attrition rates = [number of staff departures in FY/((number of staff at start of FY + number of staff at end-FY)/2)) x 100.

[b] Staff recruitment rates = [number of staff recruits in FY/((number of staff at start of FY + number of staff at end-FY)/2)) x 100.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Table A.22: Staff Demographics—Academic Qualifications and Age, FY2022 (numbers of staff)

	Characteristics of Permanent Staff[a] (numbers of staff at end-FY2022)							
	Academic Qualifications		Age (by age grouping)					
Region/Economy	Masters (or equiv.)	Bachelors (or equiv.)	Under 25 years	25–34 years	35–44 years	45–54 years	55–64 years	Over 64 years
Central and West Asia								
Armenia[a]	2,589	391	196	1,032	677	643	407	25
Azerbaijan	...	...	77	1,312	1,273	528	459	32
Georgia	1,152	2,238	4	1,182	1,373	543	293	120
Kazakhstan[a]	501	2,235	441	2,216	3,105	2,001	1,202	0
Kyrgyz Republic	...	2,570	193	773	654	506	443	1
Pakistan	6,140	8,346	1,039	4,286	3,839	6,359	3,775	0
Tajikistan	1,585	175	389	577	503	273	16	2
Uzbekistan	119	9,015	242	3,354	3,383	1,542	607	6
East Asia								
PRC	65,347	496,320	28,197	161,139	116,547	259,854	122,937	2
Hong Kong, China	91	1,197	50	763	621	757	527	0
Japan	1,000	30,000	5,028	11,855	10,995	15,811	10,972	137
Korea, Rep. of	684	17,078	196	4,430	7,195	7,017	2,610	5
Mongolia	339	1,165	51	424	678	475	68	0
Taipei,China	2,124	4,486	142	1,264	2,138	2,763	2,112	22
Pacific								
Australia	3,265	5,928	1,142	3,965	5,259	5,491	3,771	480
Cook Islands	4	0	6	8	5	4	1	2
Fiji[a]	...	...	10	248	237	163	6	0
Kiribati	1	3	0	17	4	7	2	0
Marshall Islands	0	1	0	3	2	3	3	0
FSM	1	2	6	14	26	6	6	0
Nauru	0	1	1	5	3	5	2	0
New Zealand	...	...	134	776	899	966	863	181
Niue	4	2	0	2	0	3	2	0
Palau	4	6	0	6	3	6	7	0
Papua New Guinea	12	220	9	280	254	99	40	2
Samoa[a]	5	60	23	97	64	24	3	0
Solomon Islands	11	12	0	42	48	28	4	0
Tonga	6	29	7	32	33	10	7	0
Tuvalu	0	2	0	3	6	1	0	0
Vanuatu[a]	9	38	6	76	49	29	11	0
South Asia								
Bangladesh	135	121	92	2,584	9,432	478	198	0
Bhutan	28	98	24	86	78	35	11	0
India	14,057	63,178	3,825	35,474	26,822	31,694	14,885	0
Maldives	62	130	83	192	32	2	1	0
Nepal	525	569	267	349	558	197	58	0
Sri Lanka	448	1,006	17	616	1,021	510	267	0
Southeast Asia								
Brunei Darussalam	8	28	0	21	15	9	4	0
Cambodia	646	1,742	13	1,418	691	361	250	3
Indonesia	7,425	17,235	6,441	15,031	12,810	9,290	1,216	0
Lao PDR	200	2,059	237	672	779	347	197	0
Malaysia	770	5,531	190	4,033	5,192	2,652	890	0
Singapore	113	1,299	38	589	611	439	241	25
Thailand	5,580	16,987	587	4.540	5,371	8,325	4,014	0
Timor-Leste	21	52	1	19	31	53	16	1
Viet Nam	8,936	30,343	972	8,734	12,163	12,034	5,376	0

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Data are for all revenue body staff, including for customs administration where applicable.

Sources: ISORA 2023.

Table A.23: Staff Demographics—Academic Qualifications and Age, FY2022 (% of staff)

Region/Economy	Characteristics of Permanent Staff[a] (% share of total staff at end-FY2022)							
	Academically Qualified		Age (by age grouping)					
	Masters (or equiv.)	Bachelors (or equiv.)	<25 years	25–34 years	35–44 years	45–54 years	55–64 years	Over 64 years
Central and West Asia								
Armenia[a]	86.9	13.1	6.6	34.6	22.7	21.6	13.7	0.8
Azerbaijan	...	...	3.1	35.6	34.6	14.3	12.5	0.9
Georgia	32.8	63.7	0.1	33.6	39.1	15.4	8.3	3.4
Kazakhstan[a]	5.6	24.9	4.9	24.7	34.6	22.3	13.4	0
Kyrgyz Republic	0	99.2	7.4	29.8	25.2	19.5	17.1	0
Pakistan	31.8	43.2	5.4	22.2	19.9	33.0	19.6	0
Tajikistan	90.1	9.9	22.1	32.8	28.6	15.5	0.9	0.1
Uzbekistan	1.3	98.7	2.6	36.7	37.0	16.9	6.6	0.1
East Asia								
PRC	9.5	72.1	4.1	23.4	16.9	37.7	17.9	0.0
Hong Kong, China	3.3	44.0	1.8	28.1	22.8	27.9	19.4	0
Japan	1.9	55.6	9.3	22.0	20.4	29.3	20.3	0.3
Korea, Rep. of	3.2	79.6	0.9	20.6	33.5	32.7	12.2	0
Mongolia	20.0	68.7	3.0	25.0	40.0	28.0	4.0	0
Taipei,China	25.2	53.1	1.7	15.0	25.3	32.7	25.0	0.3
Pacific								
Australia	16.2	29.5	5.7	19.7	26.2	27.3	18.8	2.4
Cook Islands	15.4	0	23.1	30.8	19.2	15.4	3.8	7.7
Fiji	...	...	1.5	37.3	35.7	24.5	0.9	0
Kiribati	3.3	10.0	0	56.7	13.3	23.3	6.7	0
Marshall Islands	0	9.1	0	27.3	18.2	27.3	27.3	0
FSM	1.7	3.4	10.3	24.1	44.8	10.3	10.3	0
Nauru	0	6.3	6.3	31.3	18.8	31.3	12.5	0
New Zealand	...	...	3.5	20.3	23.5	25.3	22.6	4.7
Niue	57.1	28.6	–	28.6	–	42.9	28.6	0
Palau	18.2	27.3	–	27.3	13.6	27.3	31.8	0
Papua New Guinea	1.8	32.2	1.3	40.9	37.1	14.5	5.8	0.3
Samoa	2.4	28.4	10.9	46.0	30.3	11.4	1.4	0
Solomon Islands	9.0	9.8	–	34.4	30.3	23.0	3.3	0
Tonga	6.7	32.6	7.9	36.0	37.1	11.2	7.9	0
Tuvalu	0	20.0	0	30.0	60.0	10.0	0	0
Vanuatu	5.3	22.2	3.5	44.4	28.7	17.0	6.4	0
South Asia								
Bangladesh[a]	1.1	0.9	0.7	20.2	73.8	3.7	1.5	0
Bhutan	12.0	41.9	10.3	36.8	33.3	15.0	4.7	0
India	12.5	56.1	3.4	31.5	23.8	28.1	13.2	0
Maldives	20.0	41.9	26.8	61.9	10.3	0.6	0.3	0
Nepal	36.7	39.8	18.7	24.4	39.0	13.8	4.1	0
Sri Lanka	18.4	41.4	0.7	25.3	42.0	21.0	11.0	0
Southeast Asia								
Brunei Darussalam	16.3	57.1	–	42.9	30.6	18.4	8.2	0
Cambodia	23.6	63.7	0.5	51.8	25.3	13.2	9.1	0.1
Indonesia	16.6	38.5	14.4	33.6	28.6	20.7	2.7	0
Lao PDR	8.9	91.1	10.5	29.7	34.5	15.4	8.7	0
Malaysia	5.5	42.7	1.5	31.1	40.1	20.5	6.9	0
Singapore	5.8	66.9	2.0	30.0	31.4	22.6	12.4	1.3
Thailand	24.4	74.4	2.6	–	23.5	36.5	17.6	0
Timor-Leste	17.4	43.0	0.8	15.7	25.6	43.8	13.2	0.8
Viet Nam	22.8	77.2	2.5	22.2	31.0	30.6	13.7	0
Averages (unweighted) %	**15.1**	**44.3**	**5.6**	**31.8**	**31.9**	**23.2**	**11.9**	**0.5**

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Data are for all revenue body staff, including for customs administration where applicable.

Sources: ISORA 2023.

Table A.24: Staff Demographics—Length of Service and Gender, FY2022 (numbers of staff)

Region/Economy	Characteristics of Permanent Staff[a] (numbers of staff at end-FY2022)							
	Length of Service Distribution (by no. of years)				Staff (by gender)[b]		Executives (by gender)[b]	
	<5	5–9	10–19	Over 19	Female	Male	Female	Male
Central and West Asia								
Armenia	1,568	364	595	453	1,203	1,777	78	192
Azerbaijan	...	...	...	...	815	2,866	57	533
Georgia	520	826	1,908	261	1,787	1,728	84	235
Kazakhstan	2,185	1,676	3,019	2,085	4,570	4,395	728	1,343
Kyrgyz Republic	712	452	665	741	855	1,715	15	131
Pakistan	3,858	3,253	1,901	10,286	1,201	18,097	492	2,715
Tajikistan	481	450	688	141	194	1,566	23	334
Uzbekistan	990	1,766	3,150	3,228	1,071	8,063	65	2,185
East Asia								
PRC	74,973	95,792	94,785	423,126	273,539	415,137	3,050	18,095
Hong Kong, China	760	466	352	1,140	1,825	893	15	12
Japan	8,529	6,588	11,193	28,488	13,100	41,327	325	3,126
Korea, Rep. of	4,685	4,210	6,108	6,450	9,780	11,673	1	35
Mongolia	190	595	449	462	1,137	559	97	86
Taipei,China	1,117	1,182	2,483	3,659	6,528	1,913	380	147
Pacific								
Australia	6,331	3,017	6,609	4,151	11,410	8,667	106	109
Cook Islands	20	4	0	2	23	3	1	1
Fiji[a]	177	158	207	122	320	344	4	4
Kiribati	7	7	7	9	22	8	6	1
Marshall Islands	5	2	4	0	2	9	1	1
FSM	28	12	11	7	19	39	3	8
Nauru	2	8	1	5	12	4	0	0
New Zealand	955	734	1,186	904	2,483	1,320	20	15
Niue	4	0	0	3	4	3	1	3
Palau	7	7	2	6	11	11	1	2
Papua New Guinea	236	211	144	93	349	335	1	2
Samoa	99	53	33	26	111	100	5	8
Solomon Islands	28	37	33	24	53	69	1	6
Tonga	27	39	11	12	65	24	2	8
Tuvalu	0	2	8	0	8	2	1	0
Vanuatu	67	38	38	28	66	105	1	2
South Asia								
Bangladesh[a]	2,676	9,432	478	198	3,827	8,957	1,145	2,687
Bhutan	65	46	69	54	123	111	...	...
India	17,861	23,055	27,146	44,636	...	...	...	...
Maldives	148	137	25	0	178	132	4	8
Nepal	422	578	267	162	533	896	7	82
Sri Lanka	1,161	247	725	298	1,260	1,171	10	22
Southeast Asia								
Brunei Darussalam	16	16	11	6	33	16	2	0
Cambodia	991	637	500	608	915	1,821	27	212
Indonesia	9,474	10,395	11,031	13,888	16,091	28,697	7	46
Lao PDR	382	615	897	365	587	1,672	98	274
Malaysia	3,533	1,559	4,862	3,003	7,601	5,356	183	241
Singapore	576	276	455	636	1,343	600	10	8
Thailand	5,985	1,419	3,059	12,374	18,056	4,781	150	80
Timor-Leste	20	0	88	13	55	66	12	6
Viet Nam	...	...	...	...	19,790	19,489	3,025	7,169

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Data are for all revenue body staff, including customs administration where applicable.

[b] ISORA also includes the gender category "other"; only two revenue bodies (Australia and New Zealand) reported data in this category.

Source: ISORA 2023.

Table A.25: Staff Demographics—Length of Service and Gender, FY2022 (% of staff)

	Characteristics of Permanent Staff[a] (% of staff at end-FY2022)							
	Length of Service Distribution (by no. of years)				Staff (by gender)		Executives (by gender)	
Region/Economy	<5	5–9	10–19	Over 19	Female	Male	Female	Male
Central and West Asia								
Armenia	52.6	12.2	20.0	15.2	40.4	59.6	28.9	71.1
Azerbaijan	...	...	...	...	22.1	77.9	9.7	90.3
Georgia	14.8	23.5	54.3	7.4	50.8	49.2	26.3	73.7
Kazakhstan	24.4	18.7	33.7	23.3	51.0	49.0	35.2	64.8
Kyrgyz Republic	27.5	17.4	25.7	28.6	33.0	66.2	10.3	89.7
Pakistan	20.0	16.9	9.9	53.3	6.2	93.8	15.3	84.7
Tajikistan	27.3	25.6	39.1	8.0	11.0	89.0	6.4	93.6
Uzbekistan	10.8	19.3	34.5	35.3	11.7	88.3	2.9	97.1
East Asia								
PRC	10.9	13.9	13.8	61.4	39.7	60.3	14.4	85.6
Hong Kong, China	28.0	17.1	13.0	41.9	67.1	32.9	55.6	44.4
Japan	15.7	12.2	20.7	51.9	23.9	76.5	9.4	90.6
Korea, Rep. of	21.8	19.6	28.5	30.1	45.6	54.4	2.8	97.2
Mongolia	11.2	35.1	26.5	27.2	67.0	33.0	53.0	47.0
Taipei,China	13.2	14.0	29.4	43.3	77.3	22.7	72.1	27.9
Pacific								
Australia	31.5	15.0	32.9	20.6	56.7	43.1	49.3	50.7
Cook Islands	76.9	15.4	0	7.7	88.5	11.5	50.0	50.0
Fiji	26.7	23.8	31.2	18.4	48.2	51.8	50.0	50.0
Kiribati	23.3	23.3	23.3	30.0	73.3	26.7	85.7	14.3
Marshall Islands	45.5	18.2	36.4	0	18.2	81.8	50.0	50.0
FSM	48.3	20.7	19.0	12.1	32.8	67.2	27.3	72.7
Nauru	12.5	50.0	6.3	31.3	75.0	25.0	...	...
New Zealand	25.0	19.2	31.1	23.7	65.0	34.6	57.1	42.9
Niue	57.1	0	0	42.9	57.1	42.9	25.0	75.0
Palau	31.8	31.8	9.1	27.3	50.0	50.0	33.3	66.7
Papua New Guinea	34.5	30.8	21.1	13.6	51.0	49.0	33.3	66.7
Samoa	46.9	25.1	15.6	12.3	52.6	47.4	38.5	61.5
Solomon Islands	23.0	30.3	27.0	19.7	43.4	56.6	14.3	85.7
Tonga	30.3	43.8	12.4	13.5	73.0	27.0	20.0	80.0
Tuvalu	0	20.0	80.0	0	80.0	20.0	100.0	0.0
Vanuatu	39.2	22.2	22.2	16.4	38.6	61.4	33.3	66.7
South Asia								
Bangladesh	20.9	73.8	3.7	1.5	29.9	70.1	29.9	70.1
Bhutan	27.8	19.7	29.5	23.1	52.6	47.4	...	...
India	15.8	20.5	24.1	39.6	...	...	...	...
Maldives	47.7	44.2	8.1	0	57.4	42.6	33.3	66.7
Nepal	29.5	40.4	18.7	11.3	37.3	62.7	7.9	92.1
Sri Lanka	47.8	10.2	29.8	12.3	51.8	48.2	31.3	68.8
Southeast Asia								
Brunei Darussalam	32.7	32.7	22.4	12.2	67.3	32.7	100.0	0.0
Cambodia	36.2	23.3	18.3	22.2	33.4	66.6	11.3	88.7
Indonesia	21.2	23.2	24.6	31.0	35.9	64.1	13.2	86.8
Lao PDR	16.9	27.2	39.7	16.2	26.0	74.0	26.3	73.7
Malaysia	27.3	12.0	37.5	23.2	58.7	41.3	43.2	56.8
Singapore	29.6	14.2	23.4	32.7	69.1	30.9	55.6	44.4
Thailand	26.2	6.2	13.4	54.2	79.1	20.9	65.2	34.8
Timor-Leste	16.5	0	72.7	10.7	45.5	54.5	66.7	33.3
Viet Nam	...	...	...	...	50.4	49.6	29.7	70.3

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
[a] Data are for all revenue body staff, including customs where applicable.
Source: ISORA 2023.

Table A.26: Female Participation in Revenue Bodies' Workforces, FYs 2019–2022

Region/Economy	Female Staff (% of all staff at end-FY)				Female Executives (% of all executives at end-FY)			
	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia								
Armenia	30.0	37.1	39.0	40.4	23.5	24.4	26.0	28.9
Azerbaijan	21.0	15.2	16.4	22.1	8.4	8.4	9.7	9.7
Georgia	49.8	49.3	49.9	50.8	21.9	23.7	21.8	26.3
Kazakhstan	48.1	49.3	51.3	51.0	...	51.3	62.1	35.2
Kyrgyz Republic	33.1	33.6	34.0	33.0	12.3	7.4	0	10.3
Pakistan	4.6	5.1	5.1	6.2	17.8	24.3	18.7	15.3
Tajikistan	10.1	11.3	9.1	11.0	5.7	8.0	8.0	6.4
Uzbekistan	10.7	9.5	10.4	11.7	3.5	3.6	3.8	2.9
East Asia								
PRC	38.0	38.2	38.5	39.7	10.6	11.5	13.0	14.4
Hong Kong, China	68.2	67.6	67.4	67.1	52.2	52.0	54.5	55.6
Japan	...	22.2	22.9	23.9	...	7.8	9.2	9.4
Korea, Rep. of	57.7	56.4	44.6	45.6	2.9	2.7	2.7	2.8
Mongolia	65.0	67.9	65.0	67.0	29.8	49.2	70.9	53.0
Taipei,China	78.7	78.4	78.5	77.3	73.2	67.3	71.9	72.1
Pacific								
Australia	57.2	57.9	57.5	56.7	49.1	50.2	50.8	49.3
Cook Islands	...	71.4	75.0	88.5	...	16.6	12.5	50.0
Fiji	50.7	51.2	49.9	48.2	35.3	50	0.0	50.0
Kiribati	...	...	...	73.3	...	...	...	85.7
Marshall Islands	...	...	...	18.2	...	...	...	50.0
FSM	...	...	...	32.8	...	...	...	27.3
Nauru	...	82.5	82.4	75.0	...	...	...	...
New Zealand	64.0	64.0	64.1	65.0	45.1	41.7	48.5	57.1
Niue	...	...	...	57.1	...	...	...	25.0
Palau	...	47.3	50.0	50.0	...	50.0	50.0	33.3
Papua New Guinea	...	47.6	44.9	51.0	44.4	33.3	33.3	33.3
Samoa	51.8	45.6	52.1	52.6	40.0	40.0	38.5	38.5
Solomon Islands	41.5	40.0	43.0	43.4	20.0	14.3	14.3	14.3
Tonga	...	67.0	68.9	73.0	...	42.9	33.3	20.0
Tuvalu	...	...	...	80.0	...			100.0
Vanuatu	...	58.9	38.4	38.6	...	33.3	33.3	33.3
South Asia								
Bangladesh	23.1	18.8	...	29.9	11.7	26.9	...	29.9
Bhutan	...	...	52.3	52.6	...	...	20.0	...
India	...	...	15.7	...	...	...	...	...
Maldives	52.5	53.9	55.7	57.4	34.6	27.3	33.3	33.3
Nepal	...	29.0	33.9	37.3	...	2.1	4.2	7.9
Sri Lanka	...	51.9	43.8	51.8	...	28.3	27.3	31.3
Southeast Asia								
Brunei Darussalam	...	67.0	65.3	67.3	...	...	...	100.0
Cambodia	32.4	32.7	32.6	33.4	21.6	10.3	10.4	11.3
Indonesia	35.3	35.6	35.7	35.9	10.7	10.9	7.8	13.2
Lao PDR	25.8	26.2	28.1	26.0	...	...	26.3	26.3
Malaysia	58.6	56.5	56.2	58.7	43.7	50.0	47.5	43.2
Philippines	64.8	65.2	65.1	...	58.7	60.0	61.9	...
Singapore	72.7	70.6	69.4	69.1	57.9	50.0	50.0	55.6
Thailand	78.5	79.1	79.4	79.1	58.0	62.3	65.0	65.2
Timor-Leste	43.9	44.3	40.9	45.5	37.5	37.5	33.3	66.7
Viet Nam	45.9	45.6	51.0	50.4	...	...	13.3	29.7
Average (unweighted) %	**45.3**	**47.5**	**46.4**	**48.8**	**30.7**	**31.5**	**29.6**	**36.3**

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Table A.27: Revenue Body Authority and Autonomy in HRM Matters, FY2022

Region/Economy	Aspects of Revenue Body's Authority (for most staff) in Human Resource Matters: Determine Work Needs	Appoint New Staff	Promote Existing Staff	Decide Skills/ Qualifications for All Jobs	Decide if Permanent or Contract	Place Staff in Salary Range	Dismiss Staff	Apply Sanctions
Central and West Asia								
Armenia	✓	✓	✓	✓	✓	X	✓	✓
Azerbaijan	✓	✓	✓	✓	✓	✓	✓	✓
Georgia	✓	✓	✓	✓	✓	✓	✓	✓
Kazakhstan	X	✓	✓	X	✓	X	✓	✓
Kyrgyz Republic	✓	✓	✓	✓	X	X	✓	✓
Pakistan	✓	✓	✓	✓	✓	X	✓	✓
Tajikistan	✓	✓	✓	✓	✓	✓	✓	✓
Uzbekistan	✓	✓	✓	✓	X	X	✓	✓
East Asia								
PRC	✓	✓	✓	✓	✓	X	✓	✓
Hong Kong, China	✓	✓	✓	✓	✓	✓	✓	✓
Japan	✓	✓	✓	✓	✓	✓	✓	✓
Korea, Rep. of	✓	✓	✓	✓	✓	✓	✓	✓
Mongolia	✓	✓	✓	✓	✓	✓	✓	✓
Taipei,China	✓	✓	✓	✓	✓	X	✓	✓
Pacific								
Australia	✓	✓	✓	✓	✓	✓	✓	✓
Cook Islands	✓	X	✓	✓	✓	✓	X	✓
Fiji	✓	✓	✓	✓	✓	✓	✓	✓
Kiribati	✓	✓	✓	✓	✓	✓	X	X
Marshall Islands	✓	X	X	✓	✓	X	X	X
FSM	X	X	X	X	X	X	X	X
Nauru	✓	✓	✓	✓	X	X	X	X
New Zealand	✓	✓	✓	✓	✓	✓	✓	✓
Niue	✓	X	X	✓	X	X	X	X
Palau	✓	✓	✓	✓	✓	✓	✓	✓
Papua New Guinea	✓	✓	✓	✓	✓	✓	✓	✓
Samoa	✓	✓	✓	✓	✓	X	✓	✓
Solomon Islands	✓	X	X	✓	✓	✓	X	X
Tonga	✓	X	X	✓	✓	X	X	X
Tuvalu	✓	X	X	✓	X	✓	X	X
Vanuatu	✓	✓	✓	X	X	X	X	X
South Asia								
Bangladesh	✓	✓	✓	✓	✓	✓	✓	✓
Bhutan	X	X	X	X	X	X	X	✓
India	✓	✓	✓	X	✓	✓	✓	✓
Maldives	✓	✓	✓	✓	✓	✓	✓	✓
Nepal	✓	X	X	X	✓	X	X	✓
Sri Lanka	✓	X	✓	X	X	X	X	✓
Southeast Asia								
Brunei Darussalam	✓	X	X	✓	✓	✓	X	✓
Cambodia	✓	X	X	✓	✓	✓	X	✓
Indonesia	✓	✓	✓	✓	✓	X	X	✓
Lao PDR	✓	X	✓	✓	✓	X	X	X
Malaysia	✓	✓	✓	✓	✓	✓	✓	✓
Singapore	✓	✓	✓	✓	✓	✓	✓	✓
Thailand	✓	✓	✓	✓	✓	✓	✓	✓
Timor-Leste	✓	X	X	X	X	X	X	✓
Viet Nam	✓	✓	✓	✓	✓	✓	✓	✓

... = no data at cutoff date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, HRM = human resource management, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.28a: Staff Remuneration and Performance Management, FY2022 (Part 1)

Region/Economy	Type of Staff Remuneration System (range 1 to 3)	Features of the Performance Management System					
		System in Place	Individual Development Plans	Specific Objectives for Staff	Annual Evaluation (at least)	Performance Linked to Pay/ Rewards	Rewards for Good Performance
Central and West Asia							
Armenia	3	✓	✓	✓	✓	✓	✓
Azerbaijan	2	✓	✓	✓	✓	✓	✓
Georgia	2	✓	✓	✓	✓	X	X
Kazakhstan	3	✓	✓	X	✓	✓	✓
Kyrgyz Republic	2	✓	X	✓	✓	✓	✓
Pakistan	1	✓	✓	✓	✓	✓	✓
Tajikistan	1	✓	X	X	✓	✓	✓
Uzbekistan	2	✓	✓	✓	X	✓	✓
East Asia							
PRC	3	✓	✓	✓	✓	✓	✓
Hong Kong, China	1	✓	✓	✓	✓	✓	✓
Japan	1	✓	✓	✓	✓	✓	✓
Korea, Rep. of	1	✓	✓	✓	✓	✓	✓
Mongolia	1	✓	✓	✓	✓	✓	✓
Taipei,China	1	✓	✓	✓	✓	✓	✓
Pacific							
Australia	1	✓	✓	✓	✓	✓	✓
Cook Islands	2	✓	✓	✓	✓	✓	✓
Fiji	3	✓	✓	✓	✓	✓	✓
Kiribati	2	✓	✓	✓	✓	✓	✓
Marshall Islands	1	✓	✓	✓	✓	✓	✓
FSM	1	X	X	X	X	X	X
Nauru	1	X	X	X	X	X	X
New Zealand	3	✓	✓	✓	X	✓	X
Niue	1	✓	✓	✓	✓	✓	✓
Palau	1	✓	✓	✓	X	✓	✓
Papua New Guinea	2	✓	✓	✓	✓	✓	✓
Samoa	1	✓	✓	✓	✓	X	X
Solomon Islands	1	✓	✓	✓	✓	✓	✓
Tonga	1	✓	✓	✓	✓	✓	✓
Tuvalu	1	✓	X	✓	✓	✓	✓
Vanuatu	1	X	X	X	X	✓	✓
South Asia							
Bangladesh	1	✓	✓	✓	✓	X	X
Bhutan	1	✓	✓	✓	✓	X	X
India	1	✓	✓	✓	✓	X	X
Maldives	3	✓	✓	✓	✓	X	X
Nepal	1	✓	X	X	✓	X	X
Sri Lanka	1	✓	X	✓	✓	✓	✓
Southeast Asia							
Brunei Darussalam	1	✓	✓	✓	✓	✓	X
Cambodia	2	✓	✓	X	✓	✓	✓
Indonesia	2	✓	✓	✓	✓	✓	X
Lao PDR	1	✓	✓	✓	✓	✓	✓
Malaysia	3	✓	✓	✓	✓	✓	✓
Singapore	3	✓	✓	✓	✓	✓	✓
Thailand	1	✓	X	✓	✓	✓	✓
Timor-Leste	1	✓	✓	X	✓	X	X
Viet Nam	1	✓	X	✓	✓	✓	✓

... = no data at cutoff date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Notes: 1 = pay scales tied directly to civil/ public sector scales, 2 = pay scales tied broadly to civil/ public sector scales, with some degree of flexibility, 3 = pay scales not tied to civil/ public sector scales.

Source: ISORA 2023.

Table A.28b: Staff Remuneration and Performance Management, FY2022 (Part 2)

Region/Economy	Features of Staff Performance Management System						
	Poor Performance Sanctions		Periodic Surveys of Staff Attitudes, Perceptions, etc.				
	Reduced Salary	Denial of Annual Increment	Surveys Conducted	Staff Engagement Assessed	Results Shared with Staff	Staff Engaged in Plans, etc.	Time Reporting System
Central and West Asia							
Armenia	✓	✓	X	X	X	X	✓
Azerbaijan	X	X	✓	✓	✓	✓	✓
Georgia	X	X	✓	✓	✓	✓	✓
Kazakhstan	X	X	✓	✓	✓	✓	✓
Kyrgyz Republic	✓	X	✓	✓	✓	✓	X
Pakistan	✓	X	X	X	X	X	X
Tajikistan	X	X	X	X	X	X	✓
Uzbekistan	✓	X	X	X	X	X	✓
East Asia							
PRC	✓	X	✓	✓	✓	✓	✓
Hong Kong, China	X	✓	✓	✓	✓	✓	✓
Japan	✓	✓	✓	✓	✓	✓	X
Korea, Rep. of	X	✓	X	X	X	X	X
Mongolia	X	✓	✓	X	X	X	✓
Taipei,China	✓	✓	✓	✓	✓	✓	✓
Pacific							
Australia	✓[a]	✓	✓	✓	✓	✓	✓
Cook Islands	X	✓	✓	✓	✓	X	✓
Fiji	X	✓	✓	✓	X	✓	✓
Kiribati	X	✓	X	X	X	X	✓
Marshall Islands	X	✓	X	X	X	X	✓
FSM	X	X	X	X	X	X	✓
Nauru	X	X	X	X	X	X	X
New Zealand	X	✓	✓	✓	✓	✓	✓
Niue	X	✓	X	X	X	X	X
Palau	X	✓	X	X	X	X	✓
Papua New Guinea	✓	✓	X	X	X	X	✓
Samoa	X	X	✓	✓	✓	✓	X
Solomon Islands	X	✓	X	X	X	X	✓
Tonga	X	✓	X	X	X	X	✓
Tuvalu	X	✓	X	X	X	X	✓
Vanuatu	X	✓	X	X	X	X	✓
South Asia							
Bangladesh	X	✓	X	X	X	X	X
Bhutan	X	X	X	X	X	X	✓
India	X	X	X	X	X	X	✓
Maldives	X	X	X	X	X	X	✓
Nepal	X	X	X	X	X	X	✓
Sri Lanka	X	✓	X	X	X	X	X
Southeast Asia							
Brunei Darussalam	✓	X	X	X	X	X	✓
Cambodia	✓	✓	✓	✓	✓	✓	✓
Indonesia	✓	X	✓	✓	X	✓	X
Lao PDR	X	X	✓	✓	X	✓	X
Malaysia	X	✓	✓	✓	✓	X	✓
Singapore	✓	✓	✓	✓	✓	✓	✓
Thailand	X	X	✓	✓	✓	✓	✓
Timor-Leste	X	X	X	X	X	X	✓
Viet Nam	X	✓	X	X	X	X	✓

... = no data at cutoff date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Australia: Movement through a pay scale can only be deferred, not denied.

Source: ISORA 2023.

Table A.29a: Human Resources—Planning and Staff Development, FY2022 (Part 1)

	Features of Human Resource Planning and Staff Development Approach						
	Formal Human Resource Strategy/Workforce Plan and Inclusions					Training Strategy	
Region/Economy	Strategy in Place	Competency Based	Job Competency Dictionary	Job Catalogue	Job Descriptions	In Place	Formal Process/ Cycle
Central and West Asia							
Armenia	✓	✓	✓	✓	✓	✓	✓
Azerbaijan	✓	✓	✓	X	✓	✓	✓
Georgia	✓	✓	✓	✓	✓	✓	✓
Kazakhstan	X	X	X	X	X	✓	✓
Kyrgyz Republic	✓	X	X	✓	✓	✓	✓
Pakistan	✓	X	X	✓	✓	✓	✓
Tajikistan	✓	X	✓	✓	✓	✓	✓
Uzbekistan	X	X	X	X	X	X	X
East Asia							
PRC	✓	✓	✓	✓	✓	✓	✓
Hong Kong, China	✓	✓	✓	✓	✓	✓	✓
Japan	✓	✓	✓	✓	✓	✓	✓
Korea, Rep. of	✓	✓	X	X	X	✓	✓
Mongolia	X	X	X	X	X	X	X
Taipei,China	✓	✓	✓	✓	✓	✓	✓
Pacific							
Australia	✓	✓	✓	✓	✓	✓	✓
Cook Islands	✓	X	X	X	✓	X	X
Fiji	✓	✓	✓	✓	✓	✓	✓
Kiribati	✓	✓	X	X	✓	✓	✓
Marshall Islands	✓	✓	X	X	✓	✓	X
FSM	X	X	X	X	X	X	X
Nauru	X	X	X	X	X	✓	✓
New Zealand	✓	✓	✓	✓	✓	✓	X
Niue	X	X	X	X	X	✓	X
Palau	X	X	X	X	X	✓	✓
Papua New Guinea	✓	X	X	X	✓	✓	✓
Samoa	✓	✓	✓	✓	✓	✓	✓
Solomon Islands	✓	X	X	X	✓	✓	X
Tonga	X	X	X	X	X	X	X
Tuvalu	✓	X	X	X	✓	X	...
Vanuatu	✓	X	X	X	✓	✓	✓
South Asia							
Bangladesh	X	X	X	X	X	X	X
Bhutan	X	X	X	X	X	✓	X
India	X	X	X	X	X	✓	✓
Maldives	X	X	X	X	X	✓	X
Nepal	X	X	X	X	X	✓	✓
Sri Lanka	X	X	X	X	X	✓	✓
Southeast Asia							
Brunei Darussalam	✓	✓	✓	X	✓	✓	X
Cambodia	✓	✓	✓	✓	✓	✓	✓
Indonesia	✓	✓	✓	✓	✓	✓	✓
Lao PDR	X	X	X	X	✓	✓	X
Malaysia	✓	✓	✓	✓	✓	✓	✓
Singapore	✓	✓	✓	✓	✓	✓	✓
Thailand	✓	✓	✓	✓	✓	✓	✓
Timor-Leste	X	X	X	X	X	✓	✓
Viet Nam	✓	✓	X	X	X	✓	✓

... = no data at cutoff date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.29b: Human Resources—Planning and Staff Development, FY2022 (Part 2)

	Features of Human Resource Planning and Staff Development Approach					
	Training Strategy *(contd.)*				Staffing Plan	
		Programs for New Staff				
Region/Economy	Specific Program	Formal	Induction	Mentoring	Plan in Place	Includes Recruitment
Central and West Asia						
Armenia	✓	X	X	X	✓	✓
Azerbaijan	✓	✓	✓	✓	✓	X
Georgia	✓	✓	✓	✓	X	✓
Kazakhstan	✓	X	X	X	X	X
Kyrgyz Republic	✓	✓	✓	✓	✓	X
Pakistan	✓	✓	✓	✓	✓	✓
Tajikistan	✓	✓	✓	✓	✓	✓
Uzbekistan	X	X	X	X	X	X
East Asia						
PRC	✓	✓	✓	✓	✓	✓
Hong Kong, China	✓	✓	✓	✓	✓	✓
Japan	✓	✓	✓	✓	✓	✓
Korea, Rep. of	✓	✓	✓	✓	✓	✓
Mongolia	X	✓	✓	X	X	X
Taipei,China	✓	✓	✓	✓	✓	✓
Pacific						
Australia	✓	✓	✓	X	✓	✓
Cook Islands	X	✓	✓	X	✓	X
Fiji	✓	✓	✓	X	✓	✓
Kiribati	✓	✓	✓	X	✓	✓
Marshall Islands	X	X	✓	✓	X	X
FSM	X	✓	✓	X	X	X
Nauru	X	X	X	X	X	X
New Zealand	✓	✓	✓	X	✓	✓
Niue	✓	X	X	X	X	X
Palau	✓	✓	X	X	X	X
Papua New Guinea	✓	✓	✓	✓	✓	✓
Samoa	✓	✓	✓	✓	✓	✓
Solomon Islands	✓	✓	✓	X	✓	✓
Tonga	?	✓	✓	X	✓	✓
Tuvalu	...	X	X	X	X	...
Vanuatu	✓	✓	✓	✓	✓	✓
South Asia						
Bangladesh	X	✓	...	...	X	X
Bhutan	X	✓	✓	✓	X	X
India	✓	✓	✓	✓	✓	✓
Maldives	✓	✓	✓	✓	✓	✓
Nepal	✓	✓	✓	✓	X	X
Sri Lanka	✓	✓	✓	X	X	X
Southeast Asia						
Brunei Darussalam	✓	✓	✓	✓	✓	✓
Cambodia	✓	✓	✓	✓	✓	✓
Indonesia	✓	✓	✓	✓	✓	✓
Lao PDR	✓	✓	✓	✓	✓	✓
Malaysia	✓	✓	✓	✓	✓	✓
Singapore	✓	✓	✓	X	✓	✓
Thailand	✓	✓	✓	✓	✓	✓
Timor-Leste	✓	X	X	X	✓	✓
Viet Nam	✓	✓	✓	✓	✓	✓

... = no data at cutoff date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.29c: Human Resources—Planning and Staff Development, FY2022 (Part 3)

Region/Economy	Features of Human Resource Planning and Staff Development Approach *(contd.)*					
	Leadership and Succession Planning			Diversity/Equal Opportunities		Policies for Flexible Working Arrangements
	Programs for Leadership and Talent Management	Knowledge Transfer Personalized	Knowledge Transfer Documented	Policy in Place	Periodic Staff Surveys Conducted	
Central and West Asia						
Armenia	✓	✓	✓	✓	X	✓
Azerbaijan	✓	X	X	X	X	X
Georgia	X	X	X	✓	✓	X
Kazakhstan	✓	✓	X	X	X	X
Kyrgyz Republic	X	X	X	✓	X	X
Pakistan	X	X	X	X	X	✓
Tajikistan	X	X	X	X	X	X
Uzbekistan	X	✓	X	✓	X	X
East Asia						
PRC	✓	✓	✓	✓	✓	✓
Hong Kong, China	✓	✓	✓	✓	X	✓
Japan	✓	✓	✓	✓	X	✓
Korea, Rep. of	✓	✓	✓	✓	X	✓
Mongolia	X	X	✓	✓	X	X
Taipei,China	✓	✓	✓	✓	✓	✓
Pacific						
Australia	✓	✓	✓	✓	✓	✓
Cook Islands	X	✓	✓	X	✓	✓
Fiji	✓	✓	✓	X	X	✓
Kiribati	X	✓	✓	X	X	X
Marshall Islands	X	✓	X	✓	X	X
FSM	X	✓	X	X	X	X
Nauru	X	✓	X	✓	X	X
New Zealand	✓	X	X	✓	✓	✓
Niue	X	✓	X	X	X	X
Palau	X	✓	✓	X	X	X
Papua New Guinea	✓	X	X	✓	✓	✓
Samoa	X	X	✓	✓	✓	✓
Solomon Islands	✓	✓	✓	✓	X	X
Tonga	X	✓	X	X	X	X
Tuvalu	X	✓	✓	X	X	X
Vanuatu	✓	✓	✓	✓	X	✓
South Asia						
Bangladesh	X	✓	X	X	X	X
Bhutan	✓	X	✓	✓	X	X
India	✓	X	X	✓	X	X
Maldives	X	X	X	X	X	X
Nepal	X	X	X	X	X	X
Sri Lanka	✓	✓	✓	X	X	X
Southeast Asia						
Brunei Darussalam	✓	✓	✓	✓	X	X
Cambodia	✓	X	✓	✓	✓	✓
Indonesia	✓	X	✓	✓	X	✓
Lao PDR	✓	X	✓	✓	✓	X
Malaysia	✓	✓	✓	✓	✓	✓
Singapore	✓	✓	✓	✓	X	✓
Thailand	✓	X	✓	X	✓	✓
Timor-Leste	X	X	X	✓	X	X
Viet Nam	✓	X	✓	✓	X	X

✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.30: Features of Flexible Working Arrangements and Their Usage, FY2022

	Flexible Working Arrangements						
	Staff Can Work Flexible Hours	Staff Can Work Remotely (i.e., out of office)		Executives Can Work Part-time		Staff Working Remotely (% of total)	
Region/Economy		Occasionally	Regularly	Policy in Place	Usage (% of total)	Staff Equipped	Usage (>1 day/week)
Central and West Asia							
Armenia	X	✓	X	X	0	55	5
Azerbaijan	X	X	X	X	0	0	0
Georgia	X	X	X	X	0	0	0
Kazakhstan	X	X	X	X	0	0	0
Kyrgyz Republic	X	X	X	X	0	0	0
Pakistan	✓	✓	X	X	0	0	0
Tajikistan	X	X	X	X	0	0	0
Uzbekistan	X	X	X	X	0	0	0
East Asia							
PRC	X	X	X	X	0	0	0
Hong Kong, China	✓	X	X	X	0	0	0
Japan	✓	✓	✓	X	0	100	...
Korea, Rep. of	✓	✓	✓	X	0	0	0
Mongolia	X	X	X	X	0	0	0
Taipei,China	✓	✓	X	X	0	15	0
Pacific							
Australia	✓	✓	✓	✓	6	100	83
Cook Islands	✓	✓	✓	X	0	5	3
Fiji	✓	✓	✓	X	0	...	...
Kiribati	X	X	X	X	0	0	0
Marshall Islands	X	X	X	X	0	0	0
FSM	X	X	X	X	0	0	0
Nauru	X	X	X	X	0	0	0
New Zealand	✓	✓	✓	✓	14	100	...
Niue	X	X	X	X	0	0	0
Palau	X	X	X	X	0	0	0
Papua New Guinea	✓	✓	X	X	0	50	30
Samoa	✓	X	X	X	0	15	0
Solomon Islands	X	X	X	X	0	0	0
Tonga	X	X	X	X	0	0	0
Tuvalu	X	X	X	X	0	0	0
Vanuatu	✓	✓	✓	X	0	...	...
South Asia							
Bangladesh	X	X	X	X	0	0	0
Bhutan	X	X	X	X	X	0	0
India	X	X	X	X	0	0	0
Maldives	X	X	X	X	0	0	0
Nepal	X	X	X	X	0	0	0
Sri Lanka	X	X	X	X	0	0	0
Southeast Asia							
Brunei Darussalam	X	X	X	X	0	0	0
Cambodia	✓	X	X	X	0	0	0
Indonesia	✓	X	X	X	0	...	0
Lao PDR	X	X	X	X	0	0	0
Malaysia	✓	✓	✓	X	0	88	11
Singapore	✓	✓	✓	✓	0	100	100
Thailand	X	✓	X	X	0	72	6
Timor-Leste	X	X	X	X	0	0	0
Viet Nam	X	X	X	X	0	0	0

... = no data at cutoff date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Note: For ISORA, working remotely means that staff have the enabling IT infrastructure to perform all tasks that are performed in the office.

Source: ISORA 2023.

Table A.31: Assessing Workforce Capability Needs, FY2022

Region/Economy	Assessing Current and Future Workforce Capability Needs				
		Evaluation Process			
	Needs Assessed	Uses Data Analysis	Entails Regular Reviews	Outcome Actions in Human Resource Strategy	Formal Plan Exists to Address Gaps
Central and West Asia					
Armenia	✓	✓	✓	✓	X
Azerbaijan	X	X	X	X	X
Georgia	✓	✓	✓	✓	✓
Kazakhstan	X	X	X	X	X
Kyrgyz Republic	✓	✓	✓	✓	X
Pakistan	X	X	X	X	X
Tajikistan	X	X	X	X	X
Uzbekistan	X	X	X	X	X
East Asia					
PRC	✓	✓	✓	✓	✓
Hong Kong, China	✓	✓	✓	✓	✓
Japan	✓	✓	✓	X	✓
Korea, Rep. of	X	X	X	X	X
Mongolia	✓	✓	✓	✓	✓
Taipei,China	✓	✓	✓	✓	✓
Pacific					
Australia	✓	✓	✓	✓	✓
Cook Islands	X	X	X	X	X
Fiji	✓	✓	✓	✓	X
Kiribati	✓	X	✓	✓	✓
Marshall Islands	X	X	X	X	X
FSM	X	X	X	X	X
Nauru	X	X	X	X	X
New Zealand	✓	✓	✓	✓	✓
Niue	✓	X	X	X	X
Palau	X	X	X	X	X
Papua New Guinea	X	X	X	X	X
Samoa	X	X	X	X	X
Solomon Islands	✓	X	X	X	X
Tonga	✓	X	X	X	X
Tuvalu	X	X	X	X	X
Vanuatu	✓	✓	✓	✓	✓
South Asia					
Bangladesh	X	X	X	X	X
Bhutan	X	X	X	X	X
India	X	X	X	X	X
Maldives	✓	X	✓	✓	✓
Nepal	X	X	X	X	X
Sri Lanka	X	X	X	X	X
Southeast Asia					
Brunei Darussalam	✓	✓	X	X	✓
Cambodia	✓	✓	✓	✓	✓
Indonesia	✓	✓	✓	✓	✓
Lao PDR	X	X	X	X	X
Malaysia	✓	✓	✓	✓	✓
Singapore	✓	✓	✓	✓	✓
Thailand	✓	✓	✓	✓	✓
Timor-Leste	X	X	X	X	X
Viet Nam	✓	✓	✓	✓	✓

✓= relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Source: ISORA 2023.

Table A.32: Use of Selected Specialist Skills in Revenue Administration, FY2022

		Specified Specialist Skills (and their source)					
		Behavioral Scientists		User Interface Design		Data Scientists	
Region/Economy	Engage Staff with Specialist Skills	Have In-House Staff	Contract Skills	Have In-House Staff	Contract Skills	Have In-House Staff	Contract Skills
Central and West Asia							
Armenia	✓	X	X	✓	X	✓	✓
Azerbaijan	X	X	X	X	X	X	X
Georgia	X	X	X	X	X	X	X
Kazakhstan	X	X	X	X	X	X	X
Kyrgyz Republic	X	X	X	X	X	X	X
Pakistan	✓	X	X	X	X	✓	X
Tajikistan	✓	X	X	✓	X	X	X
Uzbekistan	✓	✓	X	X	X	X	X
East Asia							
PRC	✓	✓	✓	✓	✓	✓	✓
Hong Kong, China	X	X	X	X	X	X	X
Japan	✓	X	X	✓	X	✓	X
Korea, Rep. of	X	X	X	X	X	X	X
Mongolia	X	X	X	X	X	X	X
Taipei,China	✓	X	X	X	✓	X	✓
Pacific							
Australia	✓	✓	X	✓	✓	✓	✓
Cook Islands	✓	X	X	✓	✓	✓	✓
Fiji	X	X	X	X	X	X	X
Kiribati	X	X	X	X	X	X	X
Marshall Islands	X	X	X	X	X	X	X
FSM	X	X	X	X	X	X	X
Nauru	X	X	X	X	X	X	X
New Zealand	✓	✓	✓	✓	✓	✓	X
Niue	X	X	X	X	X	X	X
Palau	X	X	X	X	X	X	X
Papua New Guinea	X	X	X	X	X	✓	✓
Samoa	X	X	X	X	X	X	X
Solomon Islands	✓	X	X	✓	✓	X	X
Tonga	X	X	X	X	X	X	X
Tuvalu	X	X	X	X	X	X	X
Vanuatu	X	X	X	X	X	X	X
South Asia							
Bangladesh	X	X	X	X	X	X	X
Bhutan	✓	X	X	X	✓	X	X
India	X	X	X	X	X	X	X
Maldives	X	X	X	X	X	X	X
Nepal	X	X	X	X	X	X	X
Sri Lanka	X	X	X	X	X	X	X
Southeast Asia							
Brunei Darussalam	X	X	X	X	X	X	X
Cambodia	✓	✓	X	✓	X	✓	X
Indonesia	✓	X	X	✓	X	✓	X
Lao PDR	X	X	X	X	X	X	X
Malaysia	✓	✓	X	✓	✓	✓	X
Singapore	✓	✓	X	✓	X	✓	X
Thailand	✓	X	X	X	✓	✓	X
Timor-Leste	X	X	X	X	X	X	X
Viet Nam	✓	X	X	✓	✓	✓	✓

✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Source: ISORA 2023.

Table A.33: Large Taxpayer Office/Program—Functions Performed, FY2022

Region/Economy	Office/ Program in Place	Tax Functions Performed Within Large Taxpayer Office/Program in FY2022					
		Registration	Returns/ Payments	Taxpayer Services	Verification Activities	Debt Collection	Dispute Resolution
Central and West Asia							
Armenia	✓	X	X	✓	✓	X	X
Azerbaijan	✓	✓	✓	✓	✓	✓	✓
Georgia	✓	✓	✓	✓	✓	X	X
Kazakhstan	✓	✓	✓	✓	✓	✓	✓
Kyrgyz Republic	✓	X	✓	✓	✓	✓	X
Pakistan	✓	✓	✓	✓	✓	✓	✓
Tajikistan	✓	✓	✓	✓	✓	✓	✓
Uzbekistan	✓	✓	✓	✓	✓	✓	✓
East Asia							
PRC	✓	X	X	✓	✓	X	✓
Hong Kong, China	✓	X	✓	✓	✓	X	✓
Japan	✓	X	X	✓	✓	X	✓
Korea, Rep. of	X	X	X	X	X	X	X
Mongolia	✓	X	✓	✓	✓	✓	X
Taipei,China	X	X	X	X	X	X	X
Pacific							
Australia	✓	X	X	✓	✓	X	✓
Cook Islands	X	X	X	X	X	X	X
Fiji	X[a]	X	X	X	X	X	X
Kiribati	X	X	X	X	X	X	X
Marshall Islands	X	X	X	X	X	X	X
FSM	X	X	X	X	X	X	X
Nauru	✓	✓	✓	✓	✓	✓	✓
New Zealand	✓	✓	✓	✓	✓	✓	✓
Niue	✓	✓	✓	✓	X	✓	X
Palau	X	X	X	X	X	X	X
Papua New Guinea	✓	X	✓	✓	✓	X	X
Samoa	X	X	X	X	X	X	X
Solomon Islands	✓	X	✓	✓	✓	✓	X
Tonga	✓	✓	✓	✓	✓	✓	X
Tuvalu	✓	X	✓	✓	✓	✓	✓
Vanuatu	X	X	X	X	X	X	X
South Asia							
Bangladesh	✓	✓	✓	✓	✓	✓	✓
Bhutan	X	X	X	X	X	X	X
India	✓[b]	X	X	✓	✓	✓	X
Maldives	✓	X	X	X	✓	X	X
Nepal	✓	X	✓	✓	✓	✓	X
Sri Lanka	✓	X	X	X	✓	X	X
Southeast Asia							
Brunei Darussalam	X	X	X	X	X	X	X
Cambodia	✓	X	✓	✓	✓	✓	X
Indonesia	✓	X	✓	✓	✓	✓	✓
Lao PDR	✓	✓	✓	✓	✓	✓	✓
Malaysia	✓	✓	X	✓	✓	✓	✓
Singapore	✓	X	X	✓	✓	X	✓
Thailand	✓	✓	✓	✓	✓	✓	✓
Timor-Leste	X	X	X	X	X	X	X
Viet Nam	✓	✓	✓	✓	✓	✓	✓

✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Fiji: Revenue body administers a Gold Card Service for designated clients; this service is not in the nature of a Large Taxpayer Program.

[b] India: The Large Taxpayer Office/Program is responsible only for income taxes.

Source: ISORA 2023.

Table A.34: Large Taxpayer Operations—Staffing Usage, FYs 2019–2022

Region/Economy	Staffing of Large Taxpayer Office/Program (no. of FTEs)							
	All Functions and Activities				Verification Activities			
	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia								
Armenia	96	79	69	78	60	51	54	78
Azerbaijan	50	199	191	254	50	91	93	102
Georgia	55[a]	55	51	45	38[a]	38	41	30
Kazakhstan	160	57	92	98	157	15	89	36
Kyrgyz Republic	65	69	72	81	24	23	25	28
Pakistan	443	973	1,092	1,171	367	204	470	595
Tajikistan	173	81	77	77	108	17	15	15
Uzbekistan	116[a]	104	142	148	...	26	46	55
East Asia								
PRC	15,570	9,034	9,124	9,277	9,340	4,517	4,562	4,447
Hong Kong, China	0	6[a]	6	6	0	6	6	6
Japan	2,326	2,326	2,326	2,319	...	...	...	...
Korea, Rep. of	0	0	0	0	0	0	0	0
Mongolia	80	61	61	67	29	25	33	27
Taipei,China	0	0	0	0	0	0	0	0
Pacific								
Australia	1,378	1,422	1,455	1,528	867	1,179	1,199	1,294
Cook Islands	0	5	4	0	0	5	4	0
Fiji	...	147	137	13	...	14	12	0
Kiribati	0	0	0	0	0	0	0	0
Marshall Islands	0	0	0	0	0	0	0	0
FSM	0	0	0	0	0	0	0	0
Nauru	5	4	10	4	4	3	3	3
New Zealand	316	328	293	253	173	106	128	78
Niue	...	...	...	1	...	...	...	0
Palau	0	0	0	0	0	0	0	0
Papua New Guinea	33	33	39	42	25	22	19	21
Samoa	25	20	27	0	17	20	20	0
Solomon Islands	0	...	8[a]	8	0	...	3	2
Tonga	...	...	8	10	...	...	3	2
Tuvalu	...	...	...	4	...	...	...	2
Vanuatu	0	0	0	0	0	0	0	0
South Asia								
Bangladesh	226	189	...	181	118	62	...	85
Bhutan	0	0	0	0	0	0	0	0
India	...	...	...	...	...	...	...	...
Maldives	25	22	32	21	25	21	31	21
Nepal	...	67	68	68	...	44	45	45
Sri Lanka	...	204	206	139	...	204	97	139
Southeast Asia								
Brunei Darussalam	0	0	0	0	0	0	0	0
Cambodia	251	283	249	242	196	149	149	137
Indonesia	664	652	580	592	181	348	269	142
Lao PDR	29	32	127	127	25	23	25	25
Malaysia	454	455	465	376	279	230	344	262
Philippines	687	750	757	...	275	337	327	...
Singapore	81	81	80	91	72	72	70	87
Thailand	530	518	520	507	314	296	231	253
Timor-Leste	0	0	0	0	0	0	0	0
Viet Nam	64	64	69	70	63	64	59	60

... = no data at cut-off date, PRC = People's Republic of China, FTE = full-time equivalent, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] First year of operation of Large Taxpayer Office.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Table A.35: Large Taxpayer Operations—Taxpayers Managed, FYs 2019–2022

Region/Economy	Taxpayers Under Management of Large Taxpayer Office/Program (no. at end FY)							
	Corporate Taxpayers				Individual Taxpayers			
	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia								
Armenia	1,481	1,931	2,042	2,299	8	40	57	75
Azerbaijan	560	925	924	1,258	0	0	0	0
Georgia	267	267	202	200	0	0	0	0
Kazakhstan	336	336	242	279	0	0	0	0
Kyrgyz Republic	239	319	446	586	0	0	0	...
Pakistan	2,471	4,694	2,424	2,491	5,998	26,351	929	7,291
Tajikistan	362	733	638	620	0	0	0	0
Uzbekistan	1,416	836	1,140	966	0	0	0	0
East Asia								
PRC	275,000	335,000	335,100	339,955	0	0	0	0
Hong Kong, China	0	774	880	1,190	0	0	0	0
Japan	33,000	34,000	35,000	35,000	0	...	0	0
Korea, Rep. of	0	0	0	0	0	0	0	0
Mongolia	390	508	604	905	0	0	0	0
Taipei,China	0	0	0	0	0	0	0	0
Pacific								
Australia	30,000	31,252	33,350	35,680	0	0	0	0
Cook Islands	0	40	40	0	0	21	21	0
Fiji	...	474	470	600	...	198	190	0
Kiribati	0	0	0	0	0	0	0	0
Marshall Islands	0	0	0	0	0	0	0	0
FSM	0	0	0	0	0	0	0	0
Nauru	45	46	50	25	96	145	0	114
New Zealand	995	1,052	1,164	1,210	0	0	400	400
Niue	...	...	...	10	...	...	...	0
Palau	0	0	0	0	0	0	0	0
Papua New Guinea	300	148	159	181	100	0	...	11
Samoa	822	382	124	0	...	...	11	0
Solomon Islands	0	...	50	50	0	...	12	12
Tonga	...	...	53	70	...	...	0	0
Tuvalu	...	...	...	24	...	...	...	0
Vanuatu	0	0	0	0	0	0	0	0
South Asia								
Bangladesh	718	583	...	409	724	720	...	541
Bhutan	0	0	0	0	0	0	0	0
India	7,246	7,246	9,462	9,685	9,466	9,466	6,737	3,513
Maldives	483	688	691	669	28	60	58	49
Nepal	...	539	550	550	0	0	0	0
Sri Lanka	...	531	435	402	...	0	0	0
Southeast Asia								
Brunei Darussalam	0	0	0	0	0	0	0	0
Cambodia	4,090	5,059	6,404	5,315	0	0	0	0
Indonesia	2,792	2,852	2,835	2,866	1,309	1,485	1,477	1,477
Lao PDR	458	349	505	...	0	0	0	0
Malaysia	49,721	56,575	57,845	46,689	4,801	5,469	10,995	7,769
Philippines	2,765	2,735	2,757	...	0	0	0	...
Singapore	2,000	1,900	1,800	1,000	0	0	0	0
Thailand	3,920	3,539	3,535	3,636	0	0	0	0
Timor-Leste	0	0	0	0	0	0	0	0
Viet Nam	429	428	125	125	0	0	0	0

... = no data at cutoff date, ✓= relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Note: Proportion of all net tax revenue represented by those corpo rate taxpayers administered under the large taxpayer program.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Table A.36: Large Taxpayer Operations—Net Taxes and Taxpayers Managed, FYs 2019–2022

Region/Economy	Actual/Estimated Total Tax Revenue Paid by Large Taxpayers[a] (% of all revenue body taxes)				Number of Corporate Taxpayers Under Management per LTO FTE			
	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia								
Armenia	68	70	71	72	15	24	30	30
Azerbaijan	69	66	69	78	11	5	5	5
Georgia	33	48	35	34	5	5	4	4
Kazakhstan	...	...	...	...	2	6	3	3
Kyrgyz Republic	46	60	...	51	4	5	6	7
Pakistan	...	6	67	68	6	5	2	2
Tajikistan	45	49	51	51	2	9	8	8
Uzbekistan	64	65	64	60	12	8	8	7
East Asia								
PRC	45	45	43	48	18	39	37	37
Hong Kong, China	0	...	...	...	0	129	146	198
Japan	55	53	52	...	14	15	15	15
Korea, Rep. of	0	0	0	0	0	0	0	0
Mongolia	60	60	66	79	5	8	10	15
Taipei,China	0	0	0	0	0	0	0	0
Pacific								
Australia	...	49[b]	49[b]	50[b]	22	22	23	23
Cook Islands	0	...	43	0	...	28	10	0
Fiji	...	60	65	35	0	8	3	46
Kiribati	0	0	0	0	0	0	0	0
Marshall Islands	0	0	0	0	0	0	0	0
FSM	0	0	0	0	0	0	0	0
Nauru	93	85	97	92	...	11	5	6
New Zealand	30	57	58	58	3	3	4	5
Niue	...	...	...	40	...	...	...	10
Palau	0	0	0	0	0	0	0	0
Papua New Guinea	95	75	80	80	9	4	4	4
Samoa	36	...	...	0	37	19	5	0
Solomon Islands	0	...	75	80	0	...	6	6
Tonga	...	...	56	69	...	...	6	7
Tuvalu	...	....	...	60	...	...	...	6
Vanuatu	0	0	0	0	0	0	0	0
South Asia								
Bangladesh	29	29	...	26	3	3	...	3
Bhutan	0	0	0	0	0	0	0	0
India	...	...	...	...	...	...	...	...
Maldives	62	68	73	67	19	31	22	31
Nepal	...	31	38	38	...	8	8	8
Sri Lanka	...	...	...	47	...	3	2	3
Southeast Asia								
Brunei Darussalam	0	0	0	0	0	0	0	0
Cambodia	80	73	70	74	16	18	22	22
Indonesia	30	27	29	28	4	4	5	5
Lao PDR	...	95	67	68	16	11	4	...
Malaysia	33	35	39	30	110	124	124	124
Philippines	67	67	64	...	4	4	4	...
Singapore	...	...	...	...	25	23	23	11
Thailand	46	47	44	54	7	7	7	7
Timor-Leste	0	0	0	0	0	0	0	0
Viet Nam	...	...	17	17	7	7	2	2

... = no data at cutoff date, PRC = People's Republic of China, FTE = full-time equivalent, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, LTO = large taxpayer office, FSM = Federated States of Micronesia.

[a] Estimated proportion of all net tax revenue of the corporate taxpayers administered under the Large Taxpayer Office/Program.

[b] Australia: This estimate of net tax revenue of large corporates does not include employers' withholdings of income tax.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Table A.37: Large Taxpayer Operations—Verification Activities, FYs 2019–2022

Region/Economy	Completed Audits of Large Taxpayers (no.)				Assessments Raised (including penalties and interest) (million, local currency)			
	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia								
Armenia	719	565	742	622	33,720	22,819	32,599	25,835
Azerbaijan	54	6,948	66	48	90	...	146	164
Georgia	96	32	26	22	91	51	38	34
Kazakhstan	7	39	46	54	43,000	1,086,000	49,050	57,070
Kyrgyz Republic	249	79	...	546	1,615	1,127	...	...
Pakistan	1,984	780	2,600	866	299,000	437,161	1,719,370	467,708
Tajikistan	163	298	310	130	<1	249	51	794
Uzbekistan	22	181	32	196	12,424	177,678	586,339	6,502,254
East Asia								
PRC	34,836	9,857	14,836	7,188	...	...	...	...
Hong Kong, China	0	160	167	129	0	723	2,498	556
Japan	2,422	2,088	1,166	1,106	80,355	59,842	63,500	50,900
Korea, Rep. of	0	0	0	0	0	0	0	0
Mongolia	157	83	60	167	83,508	47,096	111,331	376,210
Taipei,China	0	0	0	0	0	0	0	0
Pacific								
Australia	56	84	50	63	1,529	2,783	1,815	2,250
Cook Islands	0	...	0	0	0	...	0	0
Fiji	...	85	80	...	...	15	...	...
Kiribati	0	0	0	0	0	0	0	0
Marshall Islands	0	0	0	0	0	0	0	0
FSM	0	0	0	0	0	0	0	0
Nauru	0	0	0	3	0	0	0	314[a]
New Zealand	625	544	625	602	312	488	407	330
Niue	...	...	...	0	...	...	...	0
Palau	0	0	0	0	0	0	0	0
Papua New Guinea	17	1	1	3	26	2	3	31
Samoa	126	...	...	0	...	...	...	0
Solomon Islands	0	...	2	10	0	...	2	25
Tonga	0	...	0	4	0	...	0	0
Tuvalu	...	...	...	5	...	...	...	...
Vanuatu	0	0	0	0	0	0	0	0
South Asia								
Bangladesh	65	64	...	561	8,529	5,421	...	8,935
Bhutan	0	0	0	0	0	0	0	0
India	299	416	197	144	23,504	32,408	6,617	18,753
Maldives	302	65	125	112	493	193	274	153
Nepal	...	435	576	780	...	5,698	68,370	12,990
Sri Lanka	...	...	196	621	...	...	20,909	12,524
Southeast Asia								
Brunei Darussalam	0	0	0	0	0	0	0	0
Cambodia	1,970	1,842	1,733	2,241	2,823,000	2,964,980	2,772,700	2,497,089
Indonesia	1,616	...	...	1,640	19,222,562	...	...	10,406,365
Lao PDR	135	108	1,350	...	173,667	207,000	220,000	...
Malaysia	25,515	18,795	19,326	11,013	10,971	8,165	8,964	2,226
Philippines	1,865	1,620	1,959	...	33,906	17,638	30,038	...
Singapore	...	...	...	...	...	...	...	...
Thailand	3,208	1,705	73	1,451	18,439	10,991	503	1,136
Timor-Leste	0	0	0	0	0	0	0	0
Viet Nam	34	26	5	0	460,000	363,088	43,500	0

... = no data at cutoff date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Expressed in 000's of local currency.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Table A.38: Large Taxpayer Operations—Staffing Ratios, FYs 2019–2022

	LTO Staff on Verification Work (% of total LTO staff)				Total LTO Staff (% of all FTEs on tax administration)			
Region/Economy	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia								
Armenia	63	65	78	100	6.5	6.0	4.8	5.5
Azerbaijan	100	46	48	40	1.4	7.6	7.0	6.9
Georgia	69	69	80	67	2.7	3.2	3.1	2.9
Kazakhstan	98	26	97	37	1.3	1.2		
Kyrgyz Republic	36	33	35	34	3.0	2.8	2.8	2.9
Pakistan	83	21	43	21	2.2	4.9	5.4	6.8
Tajikistan	62	20	19	19	9.9	4.4	4.2	4.4
Uzbekistan	...	25	32	37	1.1	1.0	1.4	1.6
East Asia								
PRC	60	50	50	48	2.2	1.3	1.3	1.3
Hong Kong, China	0	100	100	100	0	0.2	0.2	0.2
Japan	...	...	...	...	4.2	4.2	4.2	4.2
Korea, Rep. of	0	0	0	0	0	0	0	0
Mongolia	36	41	54	40	4.4	3.3	3.3	4.0
Taipei,China	0	0	0	0	0	0	0	0
Pacific								
Australia	63	83	82	85	7.9	8.4	8.0	8.3
Cook Islands	0	100	100	0	0	16.1	11.8	0
Fiji	...	82	8	0	...	...	...	...
Kiribati	0	0	0	0	0	0	0	0
Marshall Islands	0	0	0	0	0	0	0	0
FSM	0	0	0	0	0	0	0	0
Nauru	...	75	40	75	...	24	70	21
New Zealand	55	32	44	31	6.5	7.1	7.6	6.5
Niue	...	...	...	0	...	...	...	14.3
Palau	0	0	0	0	0	0	0	0
Papua New Guinea	76	66	48	50	5.3	6.1	5.6	6.5
Samoa	65	100	74	0	26.0	18.2	27.0	0
Solomon Islands	0	...	38	25	0	...	7.1	7.1
Tonga	...	...	38	20	...	...	9.0	12.0
Tuvalu	...	...	...	50	...	...	...	40.0
Vanuatu	0	0	0	0	0	0	0	0
South Asia								
Bangladesh	51	33	...	47	3.6	1.9	...	2.1
Bhutan	0	0	0	0	0	0	0	0
India	...	...	...	...	...	...	...	...
Maldives	100	95	97	100	9.0	7.4	10.5	6.7
Nepal	...	66	66	66	...	5.2	4.7	4.7
Sri Lanka	...	100	47	100	...	7.9	8.2	5.6
Southeast Asia								
Brunei Darussalam	0	0	0	0	0	0	0	0
Cambodia	78	53	60	57	10.0	11.3	10.0	8.8
Indonesia	27	53	46	24	1.4	1.4	1.3	1.3
Lao PDR	86	72	20	20	1.2	1.4	5.6	5.6
Malaysia	61	50	74	70	3.4	3.5	3.5	2.7
Philippines	40	45	43	...	5.7	5.7	5.6	...
Singapore	89	89	88	96	4.3	4.2	4.2	4.2
Thailand	59	57	44	50	2.4	2.4	2.3	2.3
Timor-Leste	0	0	0	0	0	0	0	0
Viet Nam	99	99	93	86	0.2	0.2	0.2	0.2

... = no data at cut-off date, PRC = People's Republic of China, FTE = full-time equivalent, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, LTO = large taxpayer office, FSM = Federated States of Micronesia.

Sources: ISORA 2020; ISORA 2021; ISORA 2022.

Table A.39: Large Corporate Taxpayers—Main Criteria for Identification, FY2022

Region/Economy	Main Criteria Applied for Selecting Clients of Large Taxpayer Program/Unit: Turnover	Economic Sector	Tax Assessed	Asset Size	Associated Entities	Employee Numbers	Income	Other
Central and West Asia								
Armenia	✓	X	X	X	X	X	X	X
Azerbaijan	X	X	X	X	X	✓	✓	X
Georgia	✓	✓	✓	✓	X	✓	X	X
Kazakhstan	✓	X	X	X	X	X	✓	X
Kyrgyz Republic	✓	X	✓	✓	X	X	✓	X
Pakistan	✓	✓	✓	X	X	X	✓	X
Tajikistan	✓	✓	✓	✓	X	✓	✓	X
Uzbekistan	✓	X	X	✓	✓	X	✓	X
East Asia								
PRC	✓	✓	✓	✓	X	X	X	X
Hong Kong, China	X	✓	X	X	X	X	X	X
Japan	✓	X	X	X	X	X	X	X
Korea, Rep. of	X	X	X	X	X	X	X	X
Mongolia	X	✓	X	X	X	X	✓	X
Taipei,China	X	X	X	X	X	X	X	X
Pacific								
Australia	✓	✓	X	X	X	X	X	X
Cook Islands	X	X	X	X	X	X	X	X
Fiji	✓	X	✓	X	X	X	✓	X
Kiribati	X	X	X	X	X	X	X	X
Marshall Islands	X	X	X	X	X	X	X	X
FSM	X	X	X	X	X	X	X	X
Nauru	✓	X	✓	X	X	X	X	X
New Zealand	✓	X	X	X	X	✓	X	X
Niue	✓	X	X	X	X	X	✓	X
Palau	X	X	X	X	X	X	X	X
Papua New Guinea	✓	✓	✓	✓	X	X	✓	X
Samoa	X	X	X	X	X	X	X	X
Solomon Islands	✓	X	X	X	X	X	✓	X
Tonga	✓	X	X	X	X	X	X	X
Tuvalu	✓	X	X	X	X	X	X	X
Vanuatu	X	X	X	X	X	X	X	X
South Asia								
Bangladesh	X	✓	X	X	X	X	X	X
Bhutan	X	X	X	X	X	X	X	X
India	✓	X	X	X	X	X	X	X
Maldives	✓	X	X	X	✓	X	✓	X
Nepal	✓	X	X	X	X	X	✓	X
Sri Lanka	✓	X	X	X	X	X	X	X
Southeast Asia								
Brunei Darussalam	X	X	X	X	X	X	X	X
Cambodia	✓	✓	X	X	✓	X	X	X
Indonesia	✓	✓	✓	✓	✓	X	✓	X
Lao PDR	✓	✓	✓	✓	X	✓	✓	X
Malaysia	✓	✓	✓	X	✓	X	✓	X
Singapore	✓	X	✓	X	X	X	X	X
Thailand	✓	✓	X	X	✓	X	X	X
Timor-Leste	X	X	X	X	X	X	X	X
Viet Nam	✓	✓	✓	✓	X	X	✓	X

✓= relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Source: ISORA 2023.

Table A.40: Small Taxpayers—Use of Simplified Regimes, FY2022

Regime/Economy	Simplified Regime in Place	Type(s) of Regimes in Place for Small Taxpayers					
		Flat Rate Turnover	Forfeit (agreed)	Indicator Based	Simple Patent	Simplified Participation in Regular Regimes	Other
Central and West Asia							
Armenia	✓	✓	X	X	X	X	✓
Azerbaijan	✓	✓	X	X	✓	✓	X
Georgia	✓	✓	✓	✓	✓	X	X
Kazakhstan	✓	X	X	X	✓	X	X
Kyrgyz Republic	✓	X	X	X	✓	X	X
Pakistan	✓	X	X	X	X	X	✓
Tajikistan	✓	✓	X	X	✓	X	X
Uzbekistan	✓	✓	X	X	X	X	X
East Asia							
PRC	✓	✓	X	✓	X	✓	X
Hong Kong, China	X	X	X	X	X	X	X
Japan	X	X	X	X	X	X	X
Korea, Rep. of	✓	✓	X	X	X	X	X
Mongolia	✓	X	✓	X	X	X	X
Taipei,China	✓	X	✓	X	X	✓	X
Pacific							
Australia	✓	X	X	✓	X	✓	x
Cook Islands	X	X	X	X	X	X	X
Fiji	X	X	X	X	X	X	X
Kiribati	✓	✓	X	X	X	X	X
Marshall Islands	✓	✓	X	X	X	X	X
FSM	✓	✓	X	X	X	X	X
Nauru	X	X	X	X	X	X	X
New Zealand	X	X	X	X	X	X	X
Niue	X	X	X	X	X	X	X
Palau	X	X	X	X	X	X	X
Papua New Guinea	✓	✓	X	✓	✓	✓	X
Samoa	✓	X	X	X	X	✓	X
Solomon Islands	✓	✓	X	X	X	X	X
Tonga	✓	✓	X	X	X	X	X
Tuvalu	X	X	X	X	X	X	X
Vanuatu	✓	✓	X	X	X	X	X
South Asia							
Bangladesh	X	X	X	X	X	X	X
Bhutan	X	X	X	X	X	X	X
India	✓	✓	X	X	X	✓	X
Maldives	X	X	X	X	X	X	X
Nepal	✓	✓	X	X	X	X	X
Sri Lanka	X	X	X	X	X	X	X
Southeast Asia							
Brunei Darussalam	✓	X	X	X	X	X	✓
Cambodia	✓	X	X	X	X	X	✓
Indonesia	✓	✓	✓	X	X	✓	X
Lao PDR	✓	✓	X	X	X	X	X
Malaysia	✓	✓	X	✓	X	X	X
Singapore	✓	X	✓	X	X	✓	✓
Thailand	✓	✓	X	X	X	X	X
Timor-Leste	X	X	X	X	X	X	X
Viet Nam	X	X	X	X	X	X	X

✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Source: ISORA 2023.

Table A.41a: Compliance Risk Management—Selected Features of Approach, FY2022 (Part 1)

	Compliance Risk Management		Key Compliance Risk Areas Included in CRM Approach				
Region/Economy	Formal Strategy in Place	Formal CRM Steps for all Key Risks	Return Filing	Payment Processing	Collection Enforcement	Verification/ Audit	Taxpayer Service
Central and West Asia							
Armenia	✓	✓	✓	✓	✓	✓	✓
Azerbaijan	X	X	X	X	X	X	X
Georgia	✓	✓	✓	✓	✓	✓	✓
Kazakhstan	✓	✓	✓	✓	✓	✓	X
Kyrgyz Republic	✓	✓	✓	✓	✓	✓	✓
Pakistan	✓	✓	✓	✓	✓	✓	✓
Tajikistan	✓	✓	✓	✓	✓	✓	✓
Uzbekistan	✓	✓	✓	✓	✓	✓	✓
East Asia							
PRC	✓	✓	✓	✓	✓	✓	✓
Hong Kong, China	✓	✓	✓	X	✓	✓	X
Japan	✓	✓	✓	X	X	✓	X
Korea, Rep. of	X	X	X	X	X	X	X
Mongolia	✓	✓	✓	✓	✓	✓	✓
Taipei,China	✓	✓	✓	✓	✓	✓	✓
Pacific							
Australia	✓	✓	✓	✓	✓	✓	✓
Cook Islands	✓	✓	✓	✓	✓	✓	✓
Fiji	✓	✓	✓	X	✓	✓	X
Kiribati	X	X	X	X	X	X	X
Marshall Islands	✓	X	X	X	X	X	X
FSM	X	X	X	X	X	X	X
Nauru	✓	✓	✓	✓	✓	✓	✓
New Zealand	X	X	X	X	X	X	X
Niue	X	X	X	X	X	X	X
Palau	X	X	X	X	X	X	X
Papua New Guinea	✓	✓	✓	✓	✓	✓	✓
Samoa	✓	✓	✓	✓	✓	✓	✓
Solomon Islands	✓	X	X	X	X	X	X
Tonga	✓	✓	✓	✓	✓	✓	✓
Tuvalu	X	X	X	X	X	X	X
Vanuatu	X	X	X	X	X	X	X
South Asia							
Bangladesh	X	X	X	X	X	X	X
Bhutan	✓	✓	✓	✓	✓	✓	✓
India	✓	✓	X	X	X	✓	X
Maldives	✓	✓	✓	✓	✓	✓	✓
Nepal	✓	✓	✓	✓	✓	✓	✓
Sri Lanka	X	X	X	X	X	X	X
Southeast Asia							
Brunei Darussalam	✓	✓	X	X	X	✓	X
Cambodia	✓	✓	✓	✓	X	X	✓
Indonesia	✓	✓	X	X	✓	✓	✓
Lao PDR	X	X	X	X	X	X	X
Malaysia	✓	✓	✓	✓	✓	✓	✓
Singapore	✓	✓	✓	✓	✓	✓	✓
Thailand	✓	✓	✓	✓	✓	✓	✓
Timor-Leste	X	X	X	X	X	X	X
Viet Nam	✓	✓	X	X	X	✓	X

... = no data at cutoff date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, CRM = compliance risk management, FY = fiscal year, FSM = Federated States of Micronesia
Lao PDR = Lao People's Democratic Republic, .
Source: ISORA 2023.

Table A.41b: Compliance Risk Management—Selected Features of Approach, FY2022 (Part 2)

Region/Economy	Regular Public Reporting		Gender-Focused Compliance Risk Management		
	Key Compliance Risks	Outcomes from Addressing Risks	Data Collected for Main Risks	Analysis of Compliance	Strategy Changes Made
Central and West Asia					
Armenia	X	X	X	X	X
Azerbaijan	X	X	X	X	X
Georgia	✓	X	X	X	X
Kazakhstan	X	X	X	X	X
Kyrgyz Republic	✓	✓	X	X	X
Pakistan	X	X	X	X	X
Tajikistan	X	X	X	X	X
Uzbekistan	X	X	X	X	X
East Asia					
PRC	X	X	X	X	X
Hong Kong, China	✓	✓	X	X	X
Japan	X	✓	X	X	X
Korea, Rep. of	X	X	X	X	X
Mongolia	X	X	X	X	X
Taipei,China	X	X	✓	✓	CNN
Pacific					
Australia	✓	✓	✓	✓	CNN
Cook Islands	✓	X	X	X	X
Fiji	✓	✓	✓	X	X
Kiribati	X	X	X	X	X
Marshall Islands	X	X	X	X	X
FSM	X	X	X	X	X
Nauru	X	X	✓	X	X
New Zealand	X	X	X	X	X
Niue	X	X	X	X	X
Palau	X	X	X	X	X
Papua New Guinea	X	X	X	X	X
Samoa	X	X	X	X	X
Solomon Islands	X	X	X	X	X
Tonga	X	X	X	X	X
Tuvalu	X	X	X	X	X
Vanuatu	X	X	X	X	X
South Asia					
Bangladesh	X	X	X	X	X
Bhutan	X	X	X	X	X
India	X	X	X	X	X
Maldives	✓	✓	X	X	X
Nepal	X	✓	X	X	X
Sri Lanka	X	X	X	X	X
Southeast Asia					
Brunei Darussalam	X	X	X	X	X
Cambodia	X	X	X	X	X
Indonesia	X	X	X	X	X
Lao PDR	X	X	X	X	X
Malaysia	X	X	X	X	X
Singapore	✓	✓	X	X	X
Thailand	X	✓	X	X	X
Timor-Leste	X	X	X	X	X
Viet Nam	X	X	X	X	X

✓ = relevant, X = not relevant, PRC = People's Republic of China, CNN = changes not needed, CRM = compliance risk management, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.42: Challenges in Addressing Compliance Risks from International Tax Issues, FY2022

Region/Economy	Assessment of Challenges in Addressing Compliance Risks Arising from International Tax Issues						
	Recruiting Competent Staff	Retaining Competent Staff	Obtaining Data for CRM	Using Data for CRM	Developing Effective CIP	Having Right Legislative Framework	Effective Unit to Manage Risks
Central and West Asia							
Armenia	SC	SC	SC	SC	SC	SC	SC
Azerbaijan	SC	SC	SC	SC	SC	SC	SC
Georgia	SC	VC	SC	SC	SC	NC	NC
Kazakhstan	NC	VC	NC	NC	NC	NC	NC
Kyrgyz Republic	SC	SC	SC	SC	SC	SC	SC
Pakistan	VC	SC	VC	VC	SC	SC	SC
Tajikistan	VC	SC	SC	SC	SC	NC	SC
Uzbekistan	VC	SC	SC	NC	NC	NC	NC
East Asia							
PRC	SC	SC	SC	SC	SC	SC	SC
Hong Kong, China	SC	SC	SC	SC	SC	SC	SC
Japan	SC	SC	SC	SC	SC	SC	SC
Korea, Rep. of	SC	SC	SC	SC	SC	SC	SC
Mongolia	SC	SC	VC	VC	VC	...	VC
Taipei,China	SC	SC	NC	NC	NC	NC	NC
Pacific							
Australia	SC	SC	SC	SC	SC	SC	SC
Cook Islands	VC	SC	SC	VC	VC	SC	SC
Fiji	SC	SC	NC	NC	NC	SC	SC
Kiribati	VC	VC	VC	VC	VC	VC	VC
Marshall Islands	VC	VC	VC	VC	VC	...	VC
FSM	VC	VC	VC	VC	VC	...	VC
Nauru	VC	VC	VC	VC	SC	SC	VC
New Zealand	SC	SC	SC	NC	NC	NC	NC
Niue	VC	VC	VC	VC	VC	...	VC
Palau	VC	VC	VC	VC	VC	...	VC
Papua New Guinea	VC	VC	VC	VC	SC	...	SC
Samoa	VC	VC	SC	SC	SC	SC	SC
Solomon Islands	VC	VC	SC	SC	NC	...	VC
Tonga	VC	VC	VC	SC	SC	...	VC
Tuvalu	VC	VC	VC	VC	VC	...	VC
Vanuatu	VC	VC	VC	VC	VC	...	VC
South Asia							
Bangladesh	SC	SC	VC	VC	VC	VC	VC
Bhutan	VC	VC	VC	SC	VC	...	VC
India	SC	SC	NC	SC	NC	SC	SC
Maldives	SC	VC	VC	VC	VC	VC	SC
Nepal	SC	SC	SC	SC	SC	SC	SC
Sri Lanka	SC	SC	SC	SC	SC	SC	SC
Southeast Asia							
Brunei Darussalam	VC	SC	SC	SC	SC	VC	VC
Cambodia	NC	NC	SC	SC	SC	SC	SC
Indonesia	NC	SC	NC	NC	NC	NC	NC
Lao PDR	VC	VC	VC	SC	VC	SC	VC
Malaysia	SC	SC	SC	SC	SC	SC	SC
Singapore	SC	SC	SC	SC	SC	SC	SC
Thailand	VC	VC	SC	SC	VC	SC	SC
Timor-Leste	VC	VC	VC	VC	VC	VC	VC
Viet Nam	SC	SC	VC	VC	VC	...	SC

... = no data at cutoff date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, CIP = compliance improvement plan, CRM = compliance risk management, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, NC = not challenging, SC = somewhat challenging, VC = very challenging.

Source: ISORA 2023.

Table A.43: Selected Features of Approaches for Addressing International Tax Issues, FY2022

Region/Economy	Use of Specialist Audit Staff for International Tax Issues					Global and Regional Collaboration		
			Number of Staff Engaged (FTEs)				Membership (April 2024)	
	Specialist Audit Staff in Place	APAs Used	Auditing	APAs	MAPs	Tax Treaties (no.)	Global Forum	BEPS IF
Central and West Asia								
Armenia	X	✓	...	3	3	51	✓	✓
Azerbaijan	✓	X	12	0	4	50	✓	✓
Georgia	✓	✓	10	10	3	55	✓	✓
Kazakhstan	X	X	...	...	...	50	✓	✓
Kyrgyz Republic	X	X	X	X	...	22	X	X
Pakistan	X	X	0	0	0	66	✓	✓
Tajikistan	X	X	0	0	0	33	X	X
Uzbekistan	X	X	0	0	0	50	✓	✓
East Asia								
PRC	✓	✓	...	23	31	100	✓	✓
Hong Kong, China	✓	✓	246	12	33	45	✓	✓
Japan	✓	✓	278	79	42	80	✓	✓
Korea, Rep. of	✓	✓	166	37	37	90	✓	✓
Mongolia	✓	X	6	0	1	26	✓	✓
Taipei,China	✓	✓	138	29	9	34	X	X
Pacific								
Australia	✓	✓	98	45	30	46	✓	✓
Cook Islands	✓	X	1	0	0		✓	✓
Fiji	✓	✓	7	3	0	10	✓	X
Kiribati	X	X	0	0	0		X	X
Marshall Islands	X	X	0	0	0	0	✓	X
FSM	X	X	0	0	0		X	X
Nauru	X	X	0	0	0		✓	X
New Zealand	✓	✓	30	11	3	40	✓	✓
Niue	X	X	0	0	0		✓	X
Palau	X	X	0	0	0		✓	X
Papua New Guinea	✓	X	7	0	5	11	✓	✓
Samoa	X	X	0	0	2		✓	✓
Solomon Islands	X	X	0	0	0		X	X
Tonga	X	X	0	0	0		X	X
Tuvalu	X	X	0	0	0		X	X
Vanuatu	X	X	0	0	0		✓	X
South Asia								
Bangladesh	X	X	0	0	0	31	X	X
Bhutan	X	X	0	0	0	11	X	X
India	✓	✓	414	30	18	95	✓	✓
Maldives	✓	✓	11	3	3	76	✓	✓
Nepal	✓	X	10	0	2	11	X	X
Sri Lanka	✓	✓	12	6	6	42	X	✓
Southeast Asia								
Brunei Darussalam	✓	X	0	0	5	18	✓	✓
Cambodia	✓	X	16	0	...	9	✓	X
Indonesia	X	✓	0	19	19	70	✓	✓
Lao PDR	X	X	0	0	...	10	X	X
Malaysia	✓	✓	55	5	5	70	✓	✓
Singapore	✓	✓	10	15	21	96	✓	✓
Thailand	X	✓	...	2	4	61	✓	✓
Timor-Leste	X	X	0	0	1	1	X	X
Viet Nam	✓	✓	25	20	8	80	✓	✓

... = no data at cutoff date, ✓ = relevant, X = not relevant, APA = advance pricing agreement, BEPS IF = base erosion and profit shifting inclusive framework, PRC = People's Republic of China, FTE = full-time equivalent, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, MAP = mutual agreement procedure, FSM = Federated States of Micronesia.

Sources: ISORA 2023; OECD. Base Erosion and Profit Shifting (accessed 1 April 2024); OECD. Global Forum on Transparency and Exchange of Information for Tax Purposes (accessed 1 April 2024).

Table A.44: Compliance Risk Management—Tax Gap Estimation Research, FY2022

Region/Economy	Preparation of Periodic Tax Gap Estimates					Reports on Tax Gap Published
	Estimates Made	Main Taxes Subject to Gap Estimates Research				
		PIT	CIT	VAT	Other	
Central and West Asia						
Armenia	✓	✓	✓	✓	X	X
Azerbaijan	X	X	X	X	X	X
Georgia	✓	X	X	✓	X	X
Kazakhstan	X	X	X	X	X	X
Kyrgyz Republic	✓	✓	✓	✓	✓	X
Pakistan	✓	✓	✓	✓	X	✓
Tajikistan	✓	✓	✓	✓	✓	X
Uzbekistan	✓	X	X	✓	X	X
East Asia						
PRC	X	X	X	X	X	X
Hong Kong, China	X	X	X	X	X	X
Japan	X	X	X	X	X	X
Korea, Rep. of	✓	✓	✓	✓	✓	✓
Mongolia	✓	X	X	✓	X	X
Taipei,China	X	X	X	X	X	X
Pacific						
Australia	✓	✓	✓	✓	✓	✓
Cook Islands	✓	✓	✓	✓	✓	X
Fiji	✓	X	X	✓	✓	X
Kiribati	X	X	X	X	X	X
Marshall Islands	X	X	X	X	X	X
FSM	X	X	X	X	X	X
Nauru	X	X	X	X	X	X
New Zealand	X	X	X	X	X	X
Niue	X	X	X	X	X	X
Palau	X	X	X	X	X	X
Papua New Guinea	X	X	X	X	X	X
Samoa	X	X	X	X	X	X
Solomon Islands	X	X	X	X	X	X
Tonga	X	X	X	X	X	X
Tuvalu	X	X	X	X	X	X
Vanuatu	X	X	X	X	X	X
South Asia						
Bangladesh	✓	✓	✓	✓	✓	✓
Bhutan	X	X	X	X	X	X
India	X	X	X	X	X	X
Maldives	X	X	X	X	X	X
Nepal	X	X	X	X	X	X
Sri Lanka	✓	✓	✓	✓	✓	X
Southeast Asia						
Brunei Darussalam	X	X	X	X	X	X
Cambodia	X	X	X	X	X	X
Indonesia	X	X	X	X	X	X
Lao PDR	X	X	X	X	X	X
Malaysia	✓	✓	✓	X	✓	X
Singapore	X	X	X	X	X	X
Thailand	X	X	X	X	X	X
Timor-Leste	X	X	X	X	X	X
Viet Nam	X	X	X	X	X	X

... = no data at cutoff date, ✓ = relevant, O = other, X = not relevant, PRC = People's Republic of China, CIT = corporate income tax, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, PIT = personal income tax, VAT = value added tax.

Source: ISORA 2023.

Table A.45: Compliance Risk Management—Features of General Approach, FY2022

Region/Economy	Features of General Approach for Managing Taxpayers' Compliance: Apply Proportionate Responses to Noncompliance	Provide Opportunities for Voluntary Corrections	Ensure Benefits for Early Disclosure/Full Cooperation	Remind and Encourage Taxpayers to Comply	Formal Framework for Compliance Interventions Exists/ in Development
Central and West Asia					
Armenia	X	✓	✓	✓	✓
Azerbaijan	X	✓	✓	✓	X
Georgia	✓	✓	✓	✓	✓
Kazakhstan	✓	✓	X	✓	X
Kyrgyz Republic	✓	✓	✓	✓	X
Pakistan	✓	✓	✓	✓	✓
Tajikistan	X	✓	✓	✓	X
Uzbekistan	✓	✓	✓	✓	✓
East Asia					
PRC	✓	✓	✓	✓	✓
Hong Kong, China	✓	✓	✓	✓	✓
Japan	✓	✓	✓	✓	✓
Korea, Rep. of	✓	✓	✓	✓	✓
Mongolia	✓	✓	X	✓	✓
Taipei,China	✓	✓	✓	✓	✓
Pacific					
Australia	✓	✓	✓	✓	✓
Cook Islands	✓	✓	✓	✓	✓
Fiji	✓	✓	✓	✓	✓
Kiribati	X	X	X	✓	X
Marshall Islands	X	✓	X	✓	X
FSM	X	X	X	✓	X
Nauru	✓	✓	✓	✓	✓
New Zealand	✓	✓	✓	✓	✓
Niue	✓	✓	X	✓	X
Palau	✓	✓	✓	✓	X
Papua New Guinea	✓	✓	X	✓	✓
Samoa	✓	✓	✓	✓	✓
Solomon Islands	✓	✓	✓	✓	✓
Tonga	✓	✓	✓	✓	✓
Tuvalu	✓	✓	✓	✓	X
Vanuatu	X	✓	X	✓	X
South Asia					
Bangladesh	X	X	X	X	X
Bhutan	✓	X	X	✓	X
India	X	✓	X	✓	✓
Maldives	X	✓	✓	✓	✓
Nepal	✓	✓	X	✓	✓
Sri Lanka	X	✓	✓	✓	✓
Southeast Asia					
Brunei Darussalam	X	✓	X	✓	X
Cambodia	✓	✓	✓	✓	✓
Indonesia	✓	✓	✓	✓	✓
Lao PDR	✓	✓	✓	✓	✓
Malaysia	✓	✓	✓	✓	✓
Singapore	✓	✓	✓	✓	✓
Thailand	✓	✓	✓	✓	✓
Timor-Leste	✓	✓	✓	✓	X
Viet Nam	✓	✓	✓	✓	✓

✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.46: Compliance Risk Management—Pre-Filing Interventions, FY2022

Region/Economy	Interventions Made Before Tax Returns Filed					
	Give Third-Party Data to Taxpayers	Conduct Targeted Campaigns	Remind Taxpayers of Filing Dates	Forewarn of Predetermined Interventions	Make Other Interventions	Effectiveness of Interventions is Evaluated
Central and West Asia						
Armenia	✓	✓	✓	X	X	✓
Azerbaijan	X	X	✓	X	X	X
Georgia	X	✓	✓	✓	✓	✓
Kazakhstan	X	X	✓	X	X	X
Kyrgyz Republic	X	X	✓	✓	X	X
Pakistan	✓	✓	✓	X	✓	✓
Tajikistan	✓	X	✓	✓	X	X
Uzbekistan	✓	X	✓	X	X	X
East Asia						
PRC	✓	✓	✓	✓	X	X
Hong Kong, China	✓	X	✓	X	X	✓
Japan	X	X	✓	X	✓	X
Korea, Rep. of	✓	X	✓	X	X	X
Mongolia	✓	✓	✓	✓	X	X
Taipei,China	✓	✓	✓	✓	X	X
Pacific						
Australia	✓	✓	✓	X	✓	✓
Cook Islands	X	✓	✓	X	X	X
Fiji	X	✓	✓	X	X	X
Kiribati	X	✓	✓	X	X	X
Marshall Islands	X	X	✓	✓	X	X
FSM	X	✓	✓	X	X	X
Nauru	X	X	X	✓	X	X
New Zealand	✓	✓	✓	X	✓	✓
Niue	X	✓	✓	X	X	X
Palau	X	✓	✓	X	X	X
Papua New Guinea	✓	X	✓	X	X	X
Samoa	X	✓	✓	✓	X	X
Solomon Islands	✓	✓	✓	X	X	X
Tonga	✓	✓	✓	✓	✓	X
Tuvalu	X	X	✓	X	X	X
Vanuatu	X	✓	✓	X	X	X
South Asia						
Bangladesh	X	✓	✓	X	X	✓
Bhutan	X	X	✓	X	X	X
India	✓	✓	✓	✓	X	✓
Maldives	X	✓	✓	X	X	X
Nepal	X	✓	✓	X	✓	X
Sri Lanka	X	✓	✓	X	X	X
Southeast Asia						
Brunei Darussalam	X	X	✓	X	X	X
Cambodia	✓	✓	✓	✓	X	X
Indonesia	✓	✓	✓	X	X	✓
Lao PDR	X	✓	✓	✓	X	X
Malaysia	✓	✓	✓	✓	✓	✓
Singapore	✓	✓	✓	✓	✓	✓
Thailand	✓	✓	✓	✓	✓	✓
Timor-Leste	✓	✓	X	X	X	X
Viet Nam	X	X	✓	X	X	X

✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.47: Compliance Risk Management—Post-Filing Interventions, FY2022

Region/Economy	Interventions Made After Return Filing But Before Formal Audit Action					
	Use Data Matching to Detect Inconsistencies	Use Analytics to Identify Anomalies, etc.	Conduct Risk Reviews	Request Further Information	Use Other Interventions (Before Audits)	Effectiveness of Interventions Evaluated
Central and West Asia						
Armenia	✓	✓	✓	✓	✓	✓
Azerbaijan	✓	✓	✓	✓	X	X
Georgia	✓	✓	✓	✓	✓	✓
Kazakhstan	X	✓	X	X	X	X
Kyrgyz Republic	✓	X	✓	X	X	X
Pakistan	✓	X	X	✓	X	X
Tajikistan	✓	X	✓	✓	X	X
Uzbekistan	✓	✓	✓	✓	X	X
East Asia						
PRC	✓	✓	✓	✓	X	X
Hong Kong, China	✓	✓	✓	✓	X	✓
Japan	✓	✓	✓	✓	✓	✓
Korea, Rep. of	✓	✓	X	✓	✓	X
Mongolia	✓	✓	✓	✓	X	X
Taipei,China	✓	✓	✓	✓	X	X
Pacific						
Australia	✓	✓	✓	✓	X	✓
Cook Islands	✓	X	✓	✓	X	X
Fiji	✓	✓	✓	✓	X	X
Kiribati	✓	X	X	✓	X	X
Marshall Islands	✓	X	X	✓	X	X
FSM	X	X	X	X	X	X
Nauru	✓	✓	✓	✓	X	X
New Zealand	✓	✓	✓	✓	✓	✓
Niue	✓	X	X	✓	X	X
Palau	✓	✓	✓	✓	X	X
Papua New Guinea	✓	✓	✓	✓	X	X
Samoa	✓	✓	✓	✓	X	X
Solomon Islands	✓	X	✓	✓	X	X
Tonga	✓	✓	✓	✓	✓	X
Tuvalu	✓	✓	✓	✓	X	X
Vanuatu	✓	X	✓	✓	X	X
South Asia						
Bangladesh	✓	✓	✓	✓	X	✓
Bhutan	X	X	✓	✓	X	X
India	✓	✓	✓	✓	X	✓
Maldives	X	X	✓	✓	X	X
Nepal	✓	✓	✓	✓	X	X
Sri Lanka	✓	X	X	✓	✓	X
Southeast Asia						
Brunei Darussalam	X	X	✓	✓	X	X
Cambodia	✓	✓	✓	✓	X	X
Indonesia	✓	✓	✓	✓	X	✓
Lao PDR	✓	✓	✓	✓	X	X
Malaysia	✓	X	✓	X	X	✓
Singapore	✓	✓	✓	✓	✓	✓
Thailand	✓	✓	✓	✓	✓	✓
Timor-Leste	✓	✓	✓	✓	✓	X
Viet Nam	X	X	X	✓	✓	X

✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.48: Compliance Risk Management—Verification Actions (by type), FY2022

Region/Economy	Electronic Compliance Checks as Part of Return Filing Process — Stage Where Checks Made: Return Completion	During Filing	After Filing	Verification Actions Undertaken Post-Return Filing (by type): Desk Audits	Single-Issue Audits	Limited-Scope Audits	Broad-Scope Audits	Avoidance/ Evasion Investigations
Central and West Asia								
Armenia	✓	✓	✓	✓	✓	✓	✓	✓
Azerbaijan	✓	✓	✓	✓	X	X	✓	✓
Georgia	✓	✓	✓	✓	✓	✓	✓	X
Kazakhstan	X	X	✓	✓	✓	✓	✓	✓
Kyrgyz Republic	X	X	✓	✓	✓	✓	✓	✓
Pakistan	X	✓	✓	✓	✓	✓	✓	✓
Tajikistan	✓	X	X	✓	X	X	✓	✓
Uzbekistan	X	X	✓	✓	✓	✓	✓	✓
East Asia								
PRC	✓	✓	✓	✓	✓	✓	✓	✓
Hong Kong, China	X	X	✓	✓	✓	✓	✓	✓
Japan	...	...	...	✓	✓	✓	✓	✓
Korea, Rep. of	✓	✓	X	✓	✓	✓	✓	✓
Mongolia	X	✓	✓	✓	✓	✓	✓	X
Taipei,China	✓	✓	X	✓	✓	✓	✓	✓
Pacific								
Australia	✓	✓	✓	✓	✓	✓	✓	✓
Cook Islands	X	X	X	✓	✓	✓	✓	✓
Fiji	X	X	X	✓	✓	✓	✓	✓
Kiribati	X	X	X	✓	X	X	✓	✓
Marshall Islands	X	X	X	✓	✓	✓	✓	X
FSM	X	X	X	✓	✓	✓	✓	✓
Nauru	X	X	X	✓	✓	✓	✓	X
New Zealand	✓	✓	✓	✓	✓	✓	✓	✓
Niue	X	X	X	X	X	X	X	X
Palau	X	X	X	✓	✓	✓	✓	X
Papua New Guinea	X	X	X	✓	✓	✓	✓	✓
Samoa	X	X	X	✓	✓	✓	✓	✓
Solomon Islands	X	X	X	X	X	X	X	X
Tonga	X	X	X	✓	✓	✓	✓	✓
Tuvalu	X	X	X	✓	✓	✓	✓	X
Vanuatu	X	X	X	✓	✓	✓	✓	✓
South Asia								
Bangladesh	✓	X	X	✓	X	X	✓	✓
Bhutan	X	X	X	✓	X	X	✓	X
India	X	X	X	X	✓	✓	✓	✓
Maldives	X	X	X	✓	✓	✓	✓	✓
Nepal	X	X	X	✓	✓	X	✓	✓
Sri Lanka	X	X	X	✓	X	X	✓	✓
Southeast Asia								
Brunei Darussalam	X	X	X	✓	✓	X	X	X
Cambodia	X	X	✓	✓	X	✓	✓	✓
Indonesia	X	X	X	✓	✓	✓	✓	✓
Lao PDR	✓	✓	✓	✓	✓	✓	✓	✓
Malaysia	X	X	X	✓	✓	✓	✓	✓
Singapore	✓	✓	✓	✓	✓	✓	✓	✓
Thailand	✓	✓	✓	✓	✓	✓	✓	✓
Timor-Leste	✓	✓	✓	✓	✓	✓	✓	✓
Viet Nam	X	X	X	✓	✓	✓	✓	✓

✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Source: ISORA 2023.

Table A.49: Compliance Risk Management—Measuring Effectiveness, FY2022

Region/Economy	Indicators for Measuring Effectiveness, etc. of Enforcement (Audit) Actions: Audit Coverage Rates (% of taxpayers)	Value of Audit Assessments	Audits with Positive Result (% of all audits)	Other	Revenue Body Has Standards for Auditor Productivity
Central and West Asia					
Armenia	✓	✓	✓	✓	X
Azerbaijan	✓	✓	✓	X	✓
Georgia	✓	✓	✓	X	✓
Kazakhstan	✓	✓	X	X	X
Kyrgyz Republic	✓	✓	X	X	X
Pakistan	X	✓	✓	✓	✓
Tajikistan	✓	✓	✓	X	✓
Uzbekistan	✓	✓	✓	X	X
East Asia					
PRC	X	X	✓	X	✓
Hong Kong, China	✓	✓	✓	X	✓
Japan	✓	✓	✓	✓	X
Korea, Rep. of	✓	✓	X	X	X
Mongolia	✓	✓	✓	X	X
Taipei,China	✓	✓	✓	X	✓
Pacific					
Australia	✓	✓	✓	X	✓
Cook Islands	✓	✓	✓	X	✓
Fiji	✓	✓	✓	✓	✓
Kiribati	✓	✓	✓	✓	✓
Marshall Islands	✓	✓	✓	✓	✓
FSM	✓	✓	✓	X	✓
Nauru	✓	✓	X	X	X
New Zealand	X	✓	✓	✓	X
Niue	X	X	X	X	X
Palau	✓	✓	✓	X	X
Papua New Guinea	✓	✓	✓	X	X
Samoa	X	✓	✓	✓	✓
Solomon Islands	✓	✓	✓	✓	✓
Tonga	✓	✓	✓	X	✓
Tuvalu	✓	✓	✓	X	✓
Vanuatu	✓	✓	✓	X	✓
South Asia					
Bangladesh	X	✓	X	X	✓
Bhutan	✓	✓	X	X	X
India	✓	✓	✓	X	X
Maldives	✓	✓	✓	✓	✓
Nepal	✓	✓	✓	X	X
Sri Lanka	✓	✓	✓	X	X
Southeast Asia					
Brunei Darussalam	✓	✓	X	X	✓
Cambodia	✓	✓	✓	X	✓
Indonesia	✓	✓	✓	X	✓
Lao PDR	✓	✓	✓	X	✓
Malaysia	✓	✓	✓	X	✓
Singapore	✓	✓	✓	✓	✓
Thailand	✓	✓	✓	✓	✓
Timor-Leste	✓	✓	✓	X	X
Viet Nam	✓	✓	✓	X	X

✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.50: Registered Taxpayers—Corporate Income Tax, FYs 2020–2022

	Corporate Income Tax					
	Total Registered Taxpayers (no. at end of FY)			Active Taxpayers (no. at end of FY)[a]		
Region/Economy	FY2020	FY2021	FY2022	FY2020	FY2021	FY2022
Central and West Asia						
Armenia	63,828	63,895	74,791	37,938	40,293	61,675
Azerbaijan	...	...	161,115	...	...	96,339
Georgia	298,672	319,333	349,303	138,083	96,210	103,891
Kazakhstan	480,598	500,888	432,358	441,520	...	378,167
Kyrgyz Republic	140,079	...	145,418	140,079	...	54,066
Pakistan	123,702	393,513	179,221	55,822	227,090	76,925
Tajikistan	4,045	4,593[b]	4,811	3,832	4,313[b]	4,511
Uzbekistan	115,662	153,915	169,399	115,087	153,303	169,399
East Asia						
PRC	33,378,321	37,916,979	41,672,619	28,639,272	34,012,943	36,086,774
Hong Kong, China	1,271,000	1,270,000	1,259,000	575,545	536,825	519,935
Japan	3,165,000	3,220,000	3,283,000	...	2,946,000	3,005,000
Korea, Rep. of	950,040	1,033,749	1,102,673	838,008	906,325	982,456
Mongolia	196,212	210,103	225,419	66,280	75,044	85,861
Taipei,China	1,494,716	1,543,932	1,596,590	990,403	1,026,434	1,061,933
Pacific						
Australia	11,192,616	11,590,407	11,999,322	4,805,008	4,957,347	5,182,215
Cook Islands	2,182	2,309	2,494	526	530	912
Fiji	18,739	21,634	38,808	18,739	20,559	38,808
Kiribati	...	1,533	1,539	...	1,365	1,365
Marshall Islands	...	...	720	...	...	720
FSM	...	3,035	3,175	...	3,035	3,175
Nauru	148	144	151	142	140	142
New Zealand	1,209,179	688,567	702,273	721,412	423,057	440,401
Niue	...	48	54	...	29	34
Palau	...	1,448	6,356	...	1,448	1,444
Papua New Guinea	43,054	45,942	46,172	19,416	15,405	4,010
Samoa	1,260	...	681	1,120	875	681
Solomon Islands	19,000	22,766	29,476	12,750	11,331	12,100
Tonga	837	...	31,332	837	...	28,630
Tuvalu	...	...	25	...	...	22
Vanuatu	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
South Asia						
Bangladesh	78,820	...	157,846	77,820	...	30,042
Bhutan	431	747	1,030	417	502	523
India	1,273,633	1,615,778	1,744,653	836,439	967,050	1,031,661
Maldives	12,748	14,440	16,360	12,702	14,137	16,157
Nepal	1,453,957	1,711,780	2,052,328	330,885	1,550,228	1,867,055
Sri Lanka	60,721	68,009	73,444	...	...	...
Southeast Asia						
Brunei Darussalam	11,410	9,981	9,936	4,062	3,896	3,377
Cambodia	5,303[b]	6,404[b]	11,139	5,059[b]	6,404[b]	...
Indonesia	3,813,358	4,140,420	4,140,420	1,652,251	2,204,329	1,567,298
Lao PDR	3,369	25,953	...	2,538	18,205	...
Malaysia	1,310,979	1,369,952	1,420,657	1,133,317	1,144,844	1,080,041
Philippines	630,603	435,606	...	523,987	433,554	...
Singapore	385,592	385,592	399,138	...	...	...
Thailand	...	...	...	582,011	536,873	770,,967
Timor-Leste	23,874	45,000	50,808	3,083	13,211	50,808
Viet Nam	1,785,147	1,912,854	2,057,933	917,523	920,816	1,050,875

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, n.a. = not applicable, FSM = Federated States of Micronesia.

[a] Active taxpayers are those who have a tax obligation in a fiscal year or who for any other purpose interact with the revenue body.

[b] Cambodia: Data reported are for large taxpayers only; Tajikistan: Revenue body reported that an additional 26,307 legal entities paid tax under a simplified tax regime, not the corporate income tax.

Sources: ISORA 2021, ISORA 2022, ISORA 2023.

Table A.51: Registered Taxpayers—Personal Income Tax, FYs 2020–2022

Region/Economy	Personal Income Tax					
	Registered Taxpayers (no. at end of FY)			Active Taxpayers[a] (no. at end of FY)		
	FY2020	FY2021	FY2022	FY2020	FY2021	FY2022
Central and West Asia						
Armenia	744,645	772,475	811,296	739,921	768,362	785,963
Azerbaijan	...	...	...	...	...	...
Georgia	3,543,234	3,625,864	3,774,230	1,433,523	1,340,284	1,373,254
Kazakhstan	4,434,009	...	1,716,263	...	1,340,284	1,716,263
Kyrgyz Republic	66,615	...	2,107,334	66,615	...	569,295
Pakistan	6,894,353	6,894,353	7,789,756	3,016,930	5,559,947	5,552,608
Tajikistan	16,032	20,216	19,697	15,290	19,670	18,731
Uzbekistan	4,586,695	4,704,006	5,132,243	4,586,695	4,704,006	5,132,243
East Asia						
PRC	...	...	...	...	...	...
Hong Kong, China	3,820,000	3,649,000	3,670,000	3,212,031	3,148,105	3,029,436
Japan	...	...	...	...	22,493,000	22,855,000
Korea, Rep. of	7,810,036	9,109,000	10,484,000	...	...	10,420,000
Mongolia	139,437	374,513	376,156	17,316	113,613	268,528
Taipei,China	6,915,327	6,831,801	...	6,915,327	6,831,801	6,633,016
Pacific						
Australia	32,692,307	32,992,000	33,318,189	23,144,572	23,483,906	23,761,961
Cook Islands	24,354	24,829	24,960	4,597	5,342	4,356
Fiji	71,090	97,214	75,817	71,090	78,613	75,817
Kiribati	...	424	...	...	150	...
Marshall Islands	...	12,000	13,000	...	12,000	13,000
FSM		12,272	12,272	...	12,272	12,272
Nauru	...	...	0	...	...	0
New Zealand	7,194,572	7,384,062	7,455,436	3,952,284	3,970,976	4,539,616
Niue	...	...	906	...	...	786
Palau	...	11,142	...	...	11,142	1,009
Papua New Guinea	52,980	119,599	119,850	19,416	20,237	44,753
Samoa	...	...	4,705	...	4,354	4,705
Solomon Islands	5,300	5,500	6,325	3,100	3,300	3,795
Tonga	22,160	...	5,646	22,160	...	3,798
Tuvalu	...	...	85	...	...	85
Vanuatu	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
South Asia						
Bangladesh	4,964,150	...	7,519,261	4,964,150	...	2,658,638
Bhutan	75,109	138,798	293,015	65,525	101,669	112,191
India	87,235,122	102,246,436	114,837,207	62,701,418	63,810,006	70,376,593
Maldives[b]	21,537	35,433	41,447	21,527	35,411	41,413
Nepal	1,945,706	2,457,464	3,647,171	1,001,989	2,457,464	3,642,420
Sri Lanka	502,512	325,007	246,103	...	...	...
Southeast Asia						
Brunei Darussalam	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Cambodia	...	...	...	...	...	...
Indonesia	45,130,019	61,897,329	65,542,968	17,350,334	22,485,550	17,519,105
Lao PDR	...	69,757	...	...	46,390	...
Malaysia	14,061,473	16,071,330	17,518,610	9,305,218	9,625,602	9,305,599
Philippines	24,222,388	24,810,874	...	23,222,797	24,674,465	...
Singapore	2,433,326	2,506,121	2,501,185	...	...	...
Thailand	...	...	...	11,012,215	10,632,258	11,348,436
Timor-Leste	13,441	23,000	9,116	641	7,778	9,116
Viet Nam	64,492,420	65,659,066	71,976,393	23,558,427	62,518,269	68,598,664

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, n.a. = not applicable.

[a] Active taxpayers are those who have a tax obligation in a fiscal year or who for any other purpose interact with the revenue body.

[b] Data sourced from revenue body's annual performance report.

Sources: ISORA 2021, ISORA 2022, ISORA 2023.

Table A.52: Registered Taxpayers—Employer Income Tax Withholdings, FYs 2020–2022

	Employer Income Tax Withholdings					
	Total Registered Employers (no. at end of FY)			Active Registered Employers[a] (no. at end of FY)		
Region/Economy	FY2020	FY2021	FY2022	FY 2020	FY 2021	FY2022
Central and West Asia						
Armenia	66,946	71,921	82,337	40,043	47,058	78,070
Azerbaijan	...	...	...	...	...	...
Georgia	812,829	828,674	944,952	177,069	133,020	149,682
Kazakhstan	...	...	...	...	...	...
Kyrgyz Republic	...	...	84,272	...	...	36,641
Pakistan	154,626	150,916	27,225	58,366	90,002	27,225
Tajikistan	39,216	41,509	43,729	31,208	39,724	34,803
Uzbekistan	826,728	802,854	866,797	493,937	456,607	518,652
East Asia						
PRC	...	...	...	...	...	...
Hong Kong, China	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Japan	3,543,000	3,544,000	3,560,000	...	3,544,000	3,560,000
Korea, Rep. of	...	...	...	...	...	...
Mongolia	189,685	206,908	221,204	86,776	51,126	54,174
Taipei,China	...	...	...	...	...	...
Pacific						
Australia	1,712,457	1,768,370	1,844,077	1,210,137	1,261,488	1,304,929
Cook Islands	1,436	1,520	1,526	845	889	834
Fiji	7,925	7,950	9,396	7,925	7,950	9,396
Kiribati	...	424	426	...	150	383
Marshall Islands	1,113	739	759	890	739	759
FSM	...	1,216	1,216	...	1,216	1,216
Nauru	152	149	156	145	140	149
New Zealand	223,299	213,734	220,892	205,862	193,083	197,291
Niue	...	48	55	...	44	35
Palau	4,373	1,376	1,009	3,605	1,376	1,009
Papua New Guinea	20,932	21,854	21,962	14,569	15,461	4,477
Samoa	2,197	...	2,039	1,935	2,019	2,039
Solomon Islands	2,840	3,173	3,279	1,380	2,777	2,740
Tonga	1,520	...	5,840	1,520	...	1,552
Tuvalu	...	6	6	...	6	6
Vanuatu	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
South Asia						
Bangladesh	...	...	176,223	...	...	24,648
Bhutan	...	60,693	35,700	...	3,174	35,700
India	663,878	636,118	677,017	661,271	633,942	675,472
Maldives[b]	531	544	594	531	540	567
Nepal	5,106	...	28,137	5,103	...	28,108
Sri Lanka	43,188	34,985	34,596	...	...	...
Southeast Asia						
Brunei Darussalam	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Cambodia	...	...	...	...	...	...
Indonesia	...	...	...	...	...	...
Lao PDR	12,410	...	...	12,004	...	...
Malaysia	1,219,160	1,303,722	1,370,553	960,261	1,028,672	1,079,369
Philippines	723,635	477,321	...	496,884	468,744	...
Singapore	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Thailand	...	...	...	216,348	187,384	226,241
Timor-Leste	6,758	38,000	10,000	3,012	11,698	10,000
Viet Nam	1,253,676	1,377,884	1,518,970	772,884	791,702	918,673

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, n.a. = not applicable.

[a] Active taxpayers are those who have a tax obligation in a fiscal year or who for any other purpose interact with the revenue body.

[b] Maldives: Income tax, including employer withholdings, commenced in FY2020.

Sources: ISORA 2021, ISORA 2022, ISORA 2023.

Table A.53: Registered Taxpayers—Value-Added Tax, FYs 2020–2022

Region/Economy	Value-Added Tax					
	Total Registered Taxpayers (no. at end of FY)			Active Registered Taxpayers[a] (no. at end of FY)		
	FY2020	FY2021	FY2022	FY2020	FY2021	FY2022
Central and West Asia						
Armenia	18,651	20,767	27,627	10,784	12,743	20,756
Azerbaijan	48,611	56,132	63,722	28,963	34,494	39,934
Georgia	145,784	153,779	175,154	98,433	86,877	97,572
Kazakhstan	120,540	104,633	99,386	...	...	99,386
Kyrgyz Republic	10,132	...	22,805	10,132	...	19,730
Pakistan	265,011	300,294	310,543	160,784	243,007	218,746
Tajikistan	4,045	4,593	4,811	3,832	4,313	4,511
Uzbekistan	115,662	153,861	169,399	115,087	143,701	169,155
East Asia						
PRC	69,038,981	75,967,220	82,869,921	63,967,817	70,625,483	74,107,777
Hong Kong, China	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Japan	3,404,000	3,399,000	3,395,000	3,404,000	3,177,000	3,206,000
Korea, Rep. of	7,407,137	7,934,527	9,677,375	7,108,952	7,464,102	9,677,375
Mongolia	39,712	42,305	53,408	27,039	37,904	39,308
Taipei,China	1,616,266	1,667,484	1,710,225	1,513,646	1,563,581	1,603,036
Pacific						
Australia	2,760,678	2,853,217	2,988,874	2,060,190	2,144,094	2,233,379
Cook Islands	1,652	1,743	1,777	983	1,020	951
Fiji	17,089	19,428	18,848	17,089	19,428	18,848
Kiribati	...	141	160	...	118	141
Marshall Islands	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
FSM	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Nauru	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
New Zealand	668,900	639,523	646,778	628,085	608,996	616,230
Niue	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Palau	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Papua New Guinea	22,021	32,257	36,205	16,823	18,261	26,205
Samoa	1,197	...	1,124	644	1,099	1,124
Solomon Islands	n.a	n.a.	n.a.	n.a.	n.a.	n.a.
Tonga	666	...	1,261	666	...	716
Tuvalu	...	25	25	...	22	22
Vanuatu	2,179	1,854	1,889	1,349	1,850	...
South Asia						
Bangladesh	187,931	245,602	358,481	187,931	245,602	283,317
Bhutan	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
India	...	12,796,716	13,631,726	...	12,796,716	13,631,726
Maldives	20,042	21,555	23,302	14,886	15,435	14,823
Nepal	303,194	341,465	395,957	227,496	260,338	306,856
Sri Lanka	8,152	9,316	10,862	...	...	...
Southeast Asia						
Brunei Darussalam	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Cambodia	5,159[b]	6,404[b]	11,139	4,915[b]	5,119[b]	...
Indonesia	691,196	721,176	639,964	409,019	699,541	469,,696
Lao PDR	11,729	25,537	...	5,632	17,432	...
Malaysia	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Philippines	781,152	489,605	...	590,455	482,756	...
Singapore	101,293	101,879	103,274	...	...	...
Thailand	1,305,667	1,409,378	1,441,896	637,009	777,871	778,386
Timor-Leste	n.a	n.a.	n.a.	n.a	n.a.	n.a.
Viet Nam	7,582,535	7,826,959	8,381,164	2,981,971	2,838,533	3,271,012

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, n.a. = not applicable.

[a] Active taxpayers are those who have a tax obligation in a fiscal year or who for any other purpose engage with the revenue body.

[b] Cambodia: Data reported refer only to large taxpayers.

Sources: ISORA 2021, ISORA 2022, ISORA 2023.

Table A.54: Registered Taxpayers—Excise (domestic producers), FYs 2020–2022

	Excise (domestic producers)[a]					
	Total Registered Producers (no. at end of FY)			Active Registered Producers[b] (no. at end of FY)		
Region/Economy	FY 2020	FY2021	FY2022	FY2020	FY2021	FY2022
Central and West Asia						
Armenia	...	...	...	...	...	...
Azerbaijan	...	...	...	...	...	...
Georgia	1,028	1,097	1,203	1,028	1,097	1,203
Kazakhstan	46,446	...	2,130	41,275	...	2,130
Kyrgyz Republic	46	...	611	46	...	213
Pakistan	655	...[c]	...[c]	279	...	...
Tajikistan	144	146	149	127	137	142
Uzbekistan	121	4,433	4,590	113	4,345	4,573
East Asia						
PRC	304,520	344,817	434,077	264,196	305,914	359,813
Hong Kong, China	0	0	0	0	0	0
Japan	...	...	...	...	...	...
Korea, Rep. of	2,941	3,185	434	2,941	3,185	434
Mongolia	56	64	56	41	39	44
Taipei,China	1,107	1,151	1,157	1,107	1,151	1,157
Pacific						
Australia	3,418	3,719	4,113	2,853	3,126	3,462
Cook Islands	0	0	0	0	0	0
Fiji	...	...	0	...	...	0
Kiribati	0	0	0	0	0	0
Marshall Islands	0	0	0	0	0	0
FSM	0	0	0	0	0	0
Nauru	0	0	0	0	0	0
New Zealand	0	0	0	0	0	0
Niue	0	0	0	0	0	0
Palau	0	0	0	0	0	0
Papua New Guinea	0	0	0	0	0	0
Samoa	...	...	...	...	...	...
Solomon Islands	0	0	0	0	0	0
Tonga	21	0	0	21	0	0
Tuvalu	0	0	0	0	0	0
Vanuatu	1	...	0	1	...	0
South Asia						
Bangladesh	...	...	...	...	...	...
Bhutan	1	1	...	1	1	...
India	...	...	...	...	...	...
Maldives	0	0	0	0	0	0
Nepal	2,056	1,836	146,961	1,841	1,836	115,054
Sri Lanka	0	0	0	0	0	0
Southeast Asia						
Brunei Darussalam	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Cambodia	148	78	...	143	65	...
Indonesia	0	0	0	0	0	0
Lao PDR	103	8,942	...	100	6,481	...
Malaysia	0	0	0	0	0	0
Philippines	9,635	8,492	...	8,115	8,273	...
Singapore	0	0	0	0	0	0
Thailand	0	0	0	0	0	0
Timor-Leste	0	0	0	0	0	0
Viet Nam	31,902	32,118	...	15,175	19,832	...

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, n.a. = not applicable.

[a] Many revenue bodies did not report on excises as these are administered by a separate body, generally the customs administration.

[b] Active taxpayers are those who have a tax obligation during a fiscal year or who for any other purpose interact with the revenue body.

[c] Pakistan: Excise registrants are included under sales tax registrations for this fiscal year.

Sources: ISORA 2021, ISORA 2022, ISORA 2023.

Table A.55: Return Filing —Corporate Income Tax, FYs 2020–2022

	Corporate Income Tax					
	Total Returns Filed During Fiscal Year			Total Returns Filed on Time During Fiscal Year		
Region/Economy	FY2020	FY2021	FY2022	FY2020	FY2021	FY2022
Central and West Asia						
Armenia	73,540	76,478	88,842	69,698	71,725	72,364
Azerbaijan	68,846	79,052	86,210	...	...	...
Georgia	785,720	879,242	1,015,363	673,245	737,620	673,468
Kazakhstan	...	...	4,866			...
Kyrgyz Republic	278,779	52,062	55,554	...	...	46,258
Pakistan	55,822	...	76,255	...	277,090	70,924
Tajikistan	3,832	4,313	4,511	...	...	4,397
Uzbekistan	106,070	143,701	169,407	108,305	142,063	160,985
East Asia						
PRC	26,868,045	32,260,968	31,983,158	25,977,451	29,192,744	31,982,879
Hong Kong, China	497,778	504,052	445,586	375,481	369,382	362,462
Japan	2,949,000[a]	3,010,000[a]	3,065,000	...	...	...
Korea, Rep. of	849,782	912,699	982,456	...	...	...
Mongolia	132,960	258,334	156,179	119,806	129,167	145,907
Taipei,China	998,049	1,026,434	1,061,933	992,786	...	1,058,861
Pacific						
Australia	...	1,221,674	1,026,688	...	...	906,130
Cook Islands	772	809	820	205	204	190
Fiji	3,457	5,395	...	3,457	2,112	...
Kiribati	...	174	163	...	96	79
Marshall Islands	...	...	1,760	...	...	...
FSM	...	4,109	4,813	...	...	3,468
Nauru	142	113	122	111	113	122
New Zealand	374,814	397,602	421,690	710,784	384,205	409,527
Niue	...	...	8	...	...	...
Palau	n.a.	4,394	9,488	n.a.	4,394	1,792
Papua New Guinea	...	...	3,693	8,606	3,798	...
Samoa	297	....	612	...	...	...
Solomon Islands	12,767	9,868	10,120	...	2,040	8,123
Tonga	...	...	14,893	495	...	13,592
Tuvalu	...	...	20	...	...	...
Vanuatu	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
South Asia						
Bangladesh	25,250	...	30,042	24,309	...	28,841
Bhutan	417	502	514	226	243	280
India	836,469	4,107,969	3,559,135	783,284	896,883	...
Maldives	14,901	10,122	6,707	6,022	6,152	4,288
Nepal	148,169	1,007,002	990,564	104,021	756,555	737,507
Sri Lanka	4,899	8,200	24,372	3,134	8,200	22,921
Southeast Asia						
Brunei Darussalam	4,662	7,748	5,714	1,316	1,364	1,504
Cambodia	4,838	...	...	...	...	...
Indonesia	891,877[a]	1,012,302[a]	1,052,482	...	804,772	841,689
Lao PDR	16,694	...	...	16,694	...	...
Malaysia	303,871	403,572	418,930	290,601	391,966	395,391
Philippines	246,366	258,672	...	244,885	206,153	...
Singapore	199,277	197,645	233,179	194,606	201,170	217,641
Thailand	6,328,009	653,054	6,276,193	572,175	506,346	6,001,184
Timor-Leste	3,083	13,211	4,117	...	...	...
Viet Nam	1,081,218	961,484	923,172	717,460	827,295	865,533

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, n.a. = not applicable.

[a] Indonesia and Japan: Data obtained from respective revenue body's annual reports.

Sources: ISORA 2021, ISORA 2022, ISORA 2023.

Table A.56: Return Filing—Personal Income Tax, FYs 2020–2022

Region/Economy	Personal Income Tax: Total Returns Filed During Fiscal Year FY2020	FY2021	FY2022	Total Returns Filed on Time in Fiscal Year FY2020	FY2021	FY2022
Central and West Asia						
Armenia	45,176	35,028	9,733	8,999	9,130	8,930
Azerbaijan	113,800	123,991	135,326	...	...	...
Georgia	1,763,012	1,979,281	1,024,765	894,592	613,571	765,000
Kazakhstan	...	4,298,700	3,421	...	...	...
Kyrgyz Republic	240,857	486,409	613,170	...	...	549,142
Pakistan	3,016,930	...	5,494,361	...	5,559,947	4,543,913
Tajikistan	15,290	19,276	18,731	...	...	18,560
Uzbekistan	364,781	506,575	565,105	491,284	506,575	564,533
East Asia						
PRC	...	...	...	...	...	...
Hong Kong, China	3,052,309	2,968,063	2,891,847	2,460,673	2,300,197	2,398,015
Japan	22,041,000[a]	22,850,000[a]	22,855,000[a]	...	...	...
Korea, Rep. of	...	10,858,000	10,422,000	...	9,208,000	10,160,000
Mongolia	84,116	512,504	331,553	43,544	256,252	290,211
Taipei,China	6,997,546	6,831,801	6,633,016	6,915,327	...	6,566,226
Pacific						
Australia	...	16,300,998	14,133,206	...	...	13,462,471
Cook Islands	7,216	9,419	6,635	3,641	4,375	3,380
Fiji	19,188	78,613	...	19,187	2,266	...
Kiribati	...	...	0	...	...	0
Marshall Islands	...	...	0	...	...	0
FSM	...	2,116	1,166	...	...	933
Nauru	...	31	0	...	...	0
New Zealand	4,172,424	4,602,583	4,493,838	1,052,237[a]	1,326,883[a]	4,451,936
Niue	...	350	259	...	...	....
Palau	...	0	20,066	...	0	12,348
Papua New Guinea	91,787	55,360	69,722	...	...	...
Samoa	...	...	0	...	...	0
Solomon Islands	8,500	6,400	1,265	1,750	1,800	1,256
Tonga	...	...	1,163	6,392	...	623
Tuvalu	...	85	80	...	...	...
Vanuatu	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
South Asia						
Bangladesh	2,089,135	...	2,658,638	1,827,006	...	2,592,290
Bhutan	65,525	101,669	111,680	64,075	88,815	89,063
India	63,973,630	63,810,006	56,785,341	59,624,124	55,027,840	...
Maldives	n.a.	3,214	2,582	n.a.	2,348	1,643
Nepal	550,949	...	2,693	484,002	1,421	2,693
Sri Lanka	22,712	18,308	79,579	8,731	4,870	66,843
Southeast Asia						
Brunei Darussalam	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Cambodia	...	...	...	...	...	...
Indonesia	13,863,378[a]	14,964,085[a]	15,504,277	13,863,378	10,484,479	10,805,657
Lao PDR	...	...	...	...	...	...
Malaysia	3,751,650	3,880,627	3,959,783	4,143,735	4,274,509	3,809,783
Philippines	1,047,294	1,113,557	...	1,030,119	924,415	...
Singapore	1,859,665	1,962,704	2,501,185	2,400,038	2,464,533	2,316,737
Thailand	6,270,291	4,822,437	13,508,592	...	...	...
Timor-Leste	641	7,778	9,078	...	...	...
Viet Nam	1,168,243	...	5,136,963	559,108	...	4,900,624

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, n.a. = not applicable.

[a] Indonesia: Data from revenue body's annual report, 2021 (page 193); Japan: Data reported are the number of fiscal year returns received from 1 January to 30 April of subsequent year; New Zealand: Volume reported by revenue body excludes number of prefilled tax returns; Taipei,China: Revenue body only records data on volumes of returns (by tax type) filed on time.

Sources: ISORA 2020, ISORA 2021, ISORA 2022.

Table A.57: Return Filing—Value-Added Tax, FYs 2020–2022

	Value-Added Tax					
	Total Returns Filed During Fiscal Year[a]			Total Returns Filed on Time During Fiscal Year[a]		
Region/Economy	FY2020	FY2021	FY2022	FY2020	FY2021	FY2022
Central and West Asia						
Armenia	174,661	191,558	237,312	166,750	178,848	213,130
Azerbaijan	...	484,736	537,840	...	...	...
Georgia	760,186	872,541	1,138,751	724,298	749,288	732,460
Kazakhstan	...	...	3,958	...	...	...
Kyrgyz Republic	...	...	206,207	...	...	...
Pakistan	160,784	...	226,696	...	...	218,746
Tajikistan	45,984	51,756	54,132	45,984	51,756	53,049
Uzbekistan	114,295	143,701	170,977	112,325	142,548	149,086
East Asia						
PRC	329,038,818	367,080,535	391,682,813	319,955,194	358,855,034	388,061,872
Hong Kong, China	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Japan	3,152,000[b]	3,177,000[b]	3,205,836[b]	...	...	...
Korea, Rep. of	7,108,952	...	7,871,616	...	...	...
Mongolia	33,583	67,520	48,885	33,583	33,760	38,903
Taipei,China	6,195,060	6,216,396	6,436,206	5,998,622	...	6,271,881
Pacific						
Australia	...	11,429,640	7,960,850	...	...	6,718,573
Cook Islands	11,267	11,851	11,725	8,518	9,119	9,253
Fiji	65,907	24,228	72,029	50,826	9,325	55,940
Kiribati	...	67	301	...	...	184
Marshall Islands	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
FSM	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Nauru	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
New Zealand	3,036,153	3,126,933	3,289,351	2,846,302	2,902,348	3,072,865
Niue	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Palau	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Papua New Guinea	134,391	45,973	44,381	...	...	...
Samoa	2,702	...	6,564	2,702	2,843	3,938
Solomon Islands	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Tonga	...	...	6,434	7,381	...	5,677
Tuvalu	...	...	20	...	...	20
Vanuatu	12,990	1,367	...	13,728	1,367	...
South Asia						
Bangladesh	92,409	...	283,317	92,409	242,405	271,953
Bhutan	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
India	...	109,992,106	97,321,622	...	61,323,805	66,569,983
Maldives	68,388	67,706	74,065	49,091	48,907	52,021
Nepal	2,255,756	2,802,904	244,409	1,063,282	2,582,497	169,806
Sri Lanka	99,806	22,866	27,367	61,404	22,866	21,891
Southeast Asia						
Brunei Darussalam	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Cambodia	58,205	...	...	52,958	...	...
Indonesia	...	...	469,696	...	...	...
Lao PDR	119,003	...	...	...	...	...
Malaysia	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Philippines	3,380,869	3,581,354	...	3,226,892	2,014,759	...
Singapore	414,892	420,896	402,260	369,997	381,557	391,279
Thailand	7,991,714	7,948,119	8,741,437	2,838,110	7,061,270	8,223,819
Timor-Leste	n.a.	n.a.	n.a.	n.a	n.a.	n.a.
Viet Nam	5,095060	4,528,506	4,605,792	3,871,135	4,171,097	4,384,088

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, n.a. = not applicable, VAT = value-added tax.

[a] Volume of total returns received sourced from ISORA Form G; total number of returns filed on time sourced from ISORA Form F.

[b] Japan: Data sourced from annual report and are the number of VAT returns received between 1 April and 31 March of subsequent year; Taipei,China: Revenue body advised that it only records data on volumes of returns (by tax type) filed on time.

Source: ISORA 2020, ISORA 2021, ISORA 2022.

Table A.58: Return Filing—Employers' Withholding Taxes, FY2022

Region/Economy	Employers' Withholding Tax, FY2022				
	Returns Filed in FY (no.)	Returns Filed on Time in FY (no.)	Returns Filed Electronically in FY (no.)	Returns Filed on Time (% of total)	Returns Filed Electronically (% of total)
Central and West Asia					
Armenia	779,014	679,575	779,014	87.2	100.0
Azerbaijan	979,260	...	940,205	...	96.0
Georgia	1,624,752	1,110,953	1,624,681	68.0	99.9
Kazakhstan	...	...	...		
Kyrgyz Republic	...	...	...		
Pakistan	27,225	27,225	27,226	100.0	100.0
Tajikistan	417,636	405,107	417,636	97.0	100.0
Uzbekistan	488,736	480,025	488,736	98.2	100.0
East Asia					
PRC	...	...	...	...	...
Hong Kong, China	n.a.	n.a.	n.a.	n.a.	n.a
Japan	...	...	...		
Korea, Rep. of	...	...	...	...	...
Mongolia	156,102	150,379	156,102	96.3	100.0
Taipei,China	...	...	...		
Pacific					
Australia	6,423,466	5,525,802	6,049,872	86.0	94.2
Cook Islands	10,395	8,151	7,279	78.4	70.0
Fiji	56,714	43,606	56,714	76.9	100.0
Kiribati	84	42	0	50.0	0
Marshall Islands	12,827	7,500	12,827	58.5	100.0
FSM	3,460	2,478	0	71.6	0
Nauru	139	139	0	100.0	0
New Zealand	7,377,618	7,214,000	7,343,391	97.8	99.5
Niue	159	...	0		
Palau	20,066	12,348	0	61.5	0
Papua New Guinea	7,985	7,985	0	100.0	0
Samoa	24,468	17,127	...	61.5	0
Solomon Islands	1,587	1,300	347	81.9	21.9
Tonga	9,630	8,871	733	92.1	7.6
Tuvalu	4	4	0	100.0	0
Vanuatu	n.a.	n.a.	n.a.	n.a.	n.a.
South Asia					
Bangladesh	48,419	46,518	0	96.1	0
Bhutan	35,700	35,700	...	100.0	...
India	1,636,191	...	...	...	...
Maldives	5,589	5,052	5,586	90.4	99.9
Nepal	159,218	...	...	...	
Sri Lanka	4,601	3,587	3,428	78.0	74.5
Southeast Asia					
Brunei Darussalam	n.a.	n.a.	n.a.	n.a.	n.a.
Cambodia	...	...	`	...	...
Indonesia	...	...	...	...	...
Lao PDR	...	...	...	...	...
Malaysia	578,458	561,354	571,083	97.0	98.7
Singapore	n.a.	n.a.	n.a.	n.a.	n.a.
Thailand	2,844,949	2,677,610	2,121,881	94.1	74.6
Timor-Leste	...	...	...	...	...
Viet Nam	...	...	...	...	...

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, n.a. = not applicable.

Source: ISORA 2023.

Table A.59: On-Time Return Filing (by tax type), FYs 2020–2022

Region/Economy	Returns Filed on Time (% of all returns received in FY)[a]								
	Corporate Income Tax			Personal Income Tax			Value-Added Tax		
	FY2020	FY2021	FY2022	FY2020	FY2021	FY2022	FY2020	FY2021	FY2022
Central and West Asia									
Armenia	95	94	81	1	1	92	95	93	90
Azerbaijan	...	...	...	...	...	...	...	...	...
Georgia	86	84	66	51	31	75	95	86	64
Kazakhstan	...	...	...	...	...	...	...	...	...
Kyrgyz Republic	...	...	83	...	...	90	...	...	...
Pakistan	...	...	93	...	...	83	...	...	96
Tajikistan	...	...	97	...	...	99	100	100	98
Uzbekistan	...	99	95	[a]	[a]	[a]	98	99	87
East Asia									
PRC	97	90	99	...	...	...	97	98	99
Hong Kong, China	75	73	81	81	77	83	n.a.	n.a.	n.a.
Japan	...	...	...	...	...	...	...	...	...
Korea, Rep. of	...	...	...	...	85	97	...	...	..
Mongolia	90	50	93	52	50	88	100	50	80
Taipei,China	99	...	99	99	...	99	97	...	97
Pacific									
Australia	...	...	88	...	...	95	...	...	84
Cook Islands	27	25	23	50	46	51	76	77	79
Fiji	...	39	...	[a]	3	...	77	38	78
Kiribati	...	55	48	...	...	...	...	...	61
Marshall Islands	...	...	...	...	...	...	n.a.	n.a.	n.a.
FSM	...	...	72	...	...	80	n.a.	n.a.	n.a.
Nauru	78	...	...	...	...	...	n.a.	n.a.	n.a.
New Zealand	91	97	97	100	100	99	94	93	93
Niue	...	...	...	...	...	...	n.a.	n.a.	n.a.
Palau			19			62	n.a.	n.a.	n.a.
Papua New Guinea	...	...	...	...	...	...	...	...	...
Samoa	...	...	...	...	...	...	[a]	...	60
Solomon Islands		21	80	21	28	99	...	...	...
Tonga	...	...	91	...	...	54	...	...	88
Tuvalu	...	...	...	...	...	...	n.a.	n.a.	n.a.
Vanuatu	...	...	...	...	...	...	[a]	[a]	...
South Asia									
Bangladesh	96	...	96	87	...	98	[a]	...	96
Bhutan	54	48	54	98	87	80	n.a.	n.a.	n.a.
India	94	22		93	86			56	68
Maldives	40	61	64	...	73	64	72	72	70
Nepal	70	75	74	88	...	[a]	47	92	69
Sri Lanka	64		94	38	27	84	62	[a]	80
Southeast Asia									
Brunei Darussalam	28	18	26	...	...	...	n.a.	n.a.	n.a.
Cambodia	...	...	...	...	...	...	91	...	...
Indonesia	...	79	80	[a]	70	70	...	...	...
Lao PDR	...	...	...	...	...	...	...	...	..
Malaysia	96	97	94	[a]	[a]	96	n.a.	n.a.	n.a.
Philippines	99	80		98	83		95	56	...
Singapore	98		93	[a]	[a]	93	89	91	97
Thailand	9	78	96	...	...	...	36	89	94
Timor-Leste	...	...	...	...	...	...	n.a.	n.a.	n.a.
Viet Nam	66	86	94	48	...	95	76	92	95

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, n.a. = not applicable.

[a] For the purpose of these computations, ADB ignores reported data for "total number of returns filed on time" where these are identical to or greater than the reported volume of "total number of returns received," given doubts as to their accuracy.

Sources: ISORA 2021, ISORA 2022, ISORA 2023.

Table A.60: Electronic Filing of Tax Returns (by tax type), FYs 2019–2022

	Returns Filed Electronically (% of all returns received in FY)							
	Corporate Income Tax				Value-Added Tax			
Region/Economy	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia								
Armenia	100	100	100	100	100	100	100	100
Azerbaijan	99	99	99	99	100	...	99	100
Georgia	100	100	100	100	100	100	100	100
Kazakhstan	...	99	99	99	...	97	97	98
Kyrgyz Republic	28	28	99	...	34	...	...	...
Pakistan	100	100	100	100	100	100	100	100
Tajikistan	100	100	100	100	100	100	100	100
Uzbekistan	100	100	100	100	100	100	100	100
East Asia								
PRC	...	...	99[a]	...	...	...	99[a]	
Hong Kong, China	<1	<1	<1	<1	n.a.	n.a.	n.a.	n.a.
Japan	77	80	87	84	76	76	86	86
Korea, Rep. of	98	99	99	98	...	...	96	...
Mongolia	100	100	100	100	100	100	100	100
Taipei,China	99	100	100	100	96	96	96	96
Pacific								
Australia	95	95	96	96	85	88	90	92
Cook Islands	25	25	39	57	59	58	64	71
Fiji	0	0	0	0	0	0	80	100
Kiribati	0	0	0	0	0	0	0	0
Marshall Islands	0	0	0	0	n.a.	n.a.	n.a.	n.a.
FSM	0	0	0	0	n.a.	n.a.	n.a.	n.a.
Nauru	...	...	0	0	n.a.	n.a.	n.a.	n.a.
New Zealand	95	95	99	99	91	94	96	97
Niue	0	0	0	0	n.a.	n.a.	n.a.	n.a.
Palau	0	0	0	0	n.a.	n.a.	n.a.	n.a.
Papua New Guinea	0	...	...	...	0	...	...	...
Samoa	0	0	0	...	0	0	0	0
Solomon Islands	0	2	18	35	n.a.	n.a.	n.a.	n.a.
Tonga	0	0	0	<1	0	0	0	7
Tuvalu	0	0	0	0	0	0	0	0
Vanuatu	n.a.	n.a.	n.a.	n.a.	...	...	...	...
South Asia								
Bangladesh	0	0	0	0	0	39	...	89
Bhutan	44	58	69	82	n.a.	n.a.	n.a.	n.a.
India	100	100	100	...	...	...	100	98
Maldives	38	73	84	91	66	82	91	92
Nepal	100	100	100	100	100	100	100	100
Sri Lanka	8	34	100	100	41	69	45	99
Southeast Asia								
Brunei Darussalam	...	100	100	100	n.a.	n.a.	n.a.	n.a.
Cambodia	...	83	...	...	...	28	...	...
Indonesia	93	88	88	89	100	99	99	100
Lao PDR	...	52	...	...	....	53	...	...
Malaysia	100	100	100	100	n.a.	n.a.	n.a.	n.a.
Philippines	89	99	94		92	97	96	
Singapore	78	91	100	100	99	99	99	100
Thailand	51	58	74	76	58	66	75	82
Timor-Leste	0	0	0	0	n.a.	n.a.	n.a.	n.a.
Viet Nam	98	...	98	...	98	...	99	...

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, n.a. = not applicable.

[a] PRC: Revenue body unable to segment online filing by tax type and reported an overall rate.

Sources: ISORA 2021, ISORA 2022, ISORA 2023; TADAT performance assessment reports for selected economies.

Table A.61: Personal Income Tax—Electronic Filing and Prefilled Returns, FYs 2019–2022

	Returns Filed Electronically (incl. Prefilled Returns) (% of all returns received in FY)							
	Returns Filed Electronically				Returns Prefilled by Revenue Body[a]			
					FY2021		FY2022	
Region/Economy	FY2019	FY2020	FY2021	FY2022	Fully	Partially	Fully	Partially
Central and West Asia								
Armenia	100	100	100	100	0	0	0	0
Azerbaijan	92	95	94	95	0	0	0	0
Georgia	100	100	100	100	0	0	0	0
Kazakhstan	...	99	99	100	0	0	0	0
Kyrgyz Republic	3	35	66	86	0	0	0	0
Pakistan	94	97	98	100	0	0	0	0
Tajikistan	100	100	100	100	0	0	0	0
Uzbekistan	1	100	100	100	4	0	...	...
East Asia								
PRC	...	...	99[a]	...	0	0	0	0
Hong Kong, China	22	24	27	29	0	27	0	29
Japan	...	...	55	67	0	0	0	0
Korea, Rep. of	99	99	99	99	33	66	...	...
Mongolia	100	100	100	100	50	50	0	100
Taipei,China	98	98	97	98	0	0	0	23
Pacific								
Australia	97	98	99	99	1	31	...	...
Cook Islands	21	21	32	40	0	0	0	0
Fiji	0	0	0	....	0	0	0	0
Kiribati	0	0	0	0	0	0	0	0
Marshall Islands	0	0	0	0	0	0	0	0
FSM	0	0	0	0	0	0	0	0
Nauru	0	0	0	0	0	0	0	0
New Zealand	98	99	99	100	48	...	69	...
Niue	0	0	0	0	0	0	0	0
Palau	0	0	0	0	0	0	0	0
Papua New Guinea	0	0	0	0	0	0	0	0
Samoa	0	0	0	0	0	0	0	0
Solomon Islands	<1	12	14	84	0	0	0	0
Tonga	0	0	0	0	0	0	0	0
Tuvalu	0	0	0	0	0	0	0	0
Vanuatu	n.a.	n.a.	n.a.	n.a.	0	0	0	0
South Asia								
Bangladesh	0	0	...	5	0	0	0	0
Bhutan	...	...	54	51	0	0	0	0
India	99	99	100	...	0	7	...	...
Maldives	n.a.	63	79	88	0	0	...	...
Nepal	100	100	100	100	0	0	0	0
Sri Lanka	6	10	23	29	0	0	0	0
Southeast Asia								
Brunei Darussalam	n.a.	n.a.	n.a.	n.a.	0	0	0	0
Cambodia	...	...	...		0	0	0	0
Indonesia	93[a]	94[a]	92	76	0	0	0	0
Lao PDR	...	...	...	...	0	0	0	0
Malaysia	98	99	98	99	0	99		
Philippines	36	96	96	...	0	0	0	0
Singapore	98	99	99	99	81	18	66	7
Thailand	82	96	73	84	0	39	0	15
Timor-Leste	0	0	0	0	0	0	0	0
Viet Nam	99	...	...	...	0	0	0	0

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, n.a. = not applicable.

[a] Includes both fully and partially filled returns.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023; TADAT performance assessment reports for selected economies.

Table A.62: Selected Features of Personal Income Regime and Its Administration, FY2022

Region/Economy	Gender Recorded on Taxpayer Register	Employers Withhold Tax from Wages of Employees	Employees' Obligations Where EWT Applies		PIT Withheld by Third Parties and Paid to Revenue (% of all PIT revenue)		
			Register for Tax	File a Tax Return	FY2020	FY2021	FY2022
Central and West Asia							
Armenia	✓	✓	X	X	99	99	99
Azerbaijan	✓	✓	X	X	...	...	...
Georgia	X	✓	X	X	92	92	91
Kazakhstan	X	✓	X	X	...	...	...
Kyrgyz Republic	✓	✓	X	✓	90	90	99
Pakistan	X	✓	✓	✓	80	80	33
Tajikistan	X	✓	X	X	...	...	...
Uzbekistan	✓	✓	✓	✓	97	...	93
East Asia							
PRC	✓	✓	✓	X	87	88	88
Hong Kong, China	✓	n.a.	n.a.	n.a.	0	0	0
Japan	X	✓	X	X	85	85	83
Korea, Rep. of	X	✓	X	✓	...	...	...
Mongolia	✓	✓	✓	✓	93	...	100
Taipei,China	X	✓	X	✓	...	...	...
Pacific							
Australia	✓	✓	✓	✓	83[a]	82[a]	91
Cook Islands	✓	✓	✓	✓	33	33	85
Fiji	✓	✓	X	X	80	75	83
Kiribati	X	✓	X	X	...	100	100
Marshall Islands	X	✓	X	X	82	100	100
FSM	X	✓	X	X	...	90	90
Nauru	✓	✓	✓	✓	97	92	82
New Zealand	X	✓	✓	✓	87	80	79
Niue	X	✓	✓	✓	...	99	99
Palau	X	✓	X	X	100	95	100
Papua New Guinea	✓	✓	X	X	10	15	100
Samoa	X	✓	X	X	...	...	...
Solomon Islands	X	✓	X	X	...	90	89
Tonga	X	✓	X	X	...	39	90
Tuvalu	X	✓	✓	✓	...	50	50
Vanuatu	n.a.	n.a.	n.a.	n.a.	0	0	0
South Asia							
Bangladesh	✓	✓	✓	X	...	...	70
Bhutan	✓	✓	✓	✓	100	100	100
India	✓	✓	✓	✓	...	...	51
Maldives	✓	✓	X	X	<1	56	64
Nepal	✓	✓	✓	X	...	22	...
Sri Lanka	✓	✓	✓	✓	26	3	52
Southeast Asia							
Brunei Darussalam	n.a.	n.a.	n.a.	n.a.	0	0	0
Cambodia	✓	✓	X	X	...	...	...
Indonesia	✓	✓	✓	✓	93	82	...
Lao PDR	✓	✓	X	X	...	5	...
Malaysia	✓	✓	✓	✓	...	69	73
Philippines	...	...	...	...	92	91	...
Singapore	✓	n.a.	n.a.	n.a.	0	0	0
Thailand	✓	✓	X	✓	81	79	84
Timor-Leste	X	✓	✓	✓	...	75	75
Viet Nam	✓	✓	✓	X	...	94	...

... = no data at cut-off date., ✓ = relevant, X = not relevant, PRC = People's Republic of China, EWT = employers' withholding tax, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, n.a. = not applicable, PIT = personal income tax.

Sources: ISORA 2021, ISORA 2022, ISORA 2023.

Table A.63: Tax Payments Received Electronically by Revenue Bodies, FY2019–FY2022

Region/Economy	Payments Received Electronically (% of total number received)				Payments Received Electronically (% of total value received)			
	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia								
Armenia	...	100	100	100	...	100	100	100
Azerbaijan	...	...	...	...	...	...	...	...
Georgia	100	100	100	100	100	100	100	100
Kazakhstan	...	98	...	...	...	98	...	...
Kyrgyz Republic	100	100	...	100	100	100	...	100
Pakistan	92	80	80	...	...	80	80	...
Tajikistan	...	100	100	...	100	100	100	...
Uzbekistan	...	...	...	100	34	...	...	100
East Asia								
PRC	88	91	100	100	81	92	95	96
Hong Kong, China	56	68	69	70	21	20	30	27
Japan	26	29	32	32	...	...	...	31
Korea, Rep. of	76	81	85	89	50	56	58	62
Mongolia	...	97	100	100	...	94	100	100
Taipei,China	51	53	55	57	12	13	12	12
Pacific								
Australia	...	99	99	100	...	99	100	100
Cook Islands	25	30	37	47	21	24	32	90
Fiji	10	13	44	34	15	21	44	46
Kiribati	...	...	40	60	...	...	60	60
Marshall Islands	...	...	...	40	...	...	27	55
FSM	...	...	1	10	...	...	70	20
Nauru	68	97	...	82	...	...	...	...
New Zealand	93[a]	95	98	100	97[a]	97	99	100
Niue	...	...	98	90	...	...	...	90
Palau	...	...	...	...	...	1	...	...
Papua New Guinea	80	78	90	15	85	50	85	20
Samoa	...	...	...	...	...	...	...	...
Solomon Islands	...	25	25	40	...	20	43	32
Tonga	2	...	...	5	4	...	...	15
Tuvalu	...	...	...	5	...	...	...	5
Vanuatu	...	...	...	...	...	...	...	...
South Asia								
Bangladesh	...	...	...	85	...	...	...	85
Bhutan	90	100	100	100	90	100	100	100
India	...	...	...	100	...	...	...	100
Maldives	81	75	87	91	81	89	99	99
Nepal	...	...	15	...	...	...	3	...
Sri Lanka	...	...	...	...	...	...	...	14
Southeast Asia								
Brunei Darussalam	...	31	31	48	...	38	41	28
Cambodia	...	3	...	...	...	1	...	...
Indonesia	100	...	100	100	100	...	100	100
Lao PDR	...	76	54		...	...	87	
Malaysia	56	72	87	92	52	60	69	77
Philippines	17	30	...	...	84	85	84	...
Singapore	98	98	99	99	86	89	91	91
Thailand	44	67	72	76	60	56	72	77
Timor-Leste	...	...	...	...	...	...	...	...
Viet Nam	11	...	...	94	55	80	...	60

... = no data at cutoff date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Data refer only to goods and services tax/value-added tax payments.

Sources: ISORA 2020, ISORA 2021, ISORA 2022.

Table A.64: VAT Refunds—Administrative Policy and Value of Refunds, FYs 2021 and 2022

Region/Economy	Administrative Policy for Payment of Approved VAT Refunds in FY2022[a]	Approved Refunds at Year-End (million, in local currency)		VAT Refunds (% of Gross VAT Revenue)	
		FY2021	FY2022	FY2021	FY2022
Central and West Asia					
Armenia	Paid out automatically	...	...	20.9	23.8
Azerbaijan	Account credited; refunded after request if funded	...	...	2.6	...
Georgia	Paid out automatically	...	...	30.5	31.2
Kazakhstan	Paid out automatically	1,054	...	27.3	20.3
Kyrgyz Republic	Paid out automatically	744	...	0.8	0.5
Pakistan	Paid out automatically, subject to funds	...	...	9.5	10.3
Tajikistan	Account credited; refunded after request	...	...	0.3	0.4
Uzbekistan	Account credited; refunded after request if funded	...	...	27.3	30.7
East Asia					
PRC	Account credited; refunded after request	...	...	...	...
Hong Kong, China	n.a.	n.a	n.a.	n.a.	n.a.
Japan	Paid out automatically	...	0	27.6	31.1
Korea, Rep. of	Paid out automatically	...	...	n.a.	n.a.
Mongolia	Account credited; refunded after request	12,904	7,514	0.4	0.8
Taipei,China	Account credited; refunded after request	...	180,334	39.4	40.7
Pacific					
Australia	Paid out automatically	...	...	51.4	52.5
Cook Islands	Paid out automatically	2	...	18.9	8.5
Fiji	Paid out automatically, subject to funds	88	...	29.9	19.9
Kiribati	Account credited; refunded after request	...	...	0	0
Marshall Islands	n.a.	n.a.	n.a.	n.a.	n.a.
FSM	n.a.	n.a.	n.a.	n.a.	n.a.
Nauru	n.a.	n.a.	n.a.	n.a.	n.a.
New Zealand	Paid out automatically	...	...	28.6	31.3
Niue	n.a.	n.a.	n.a.	n.a.	n.a.
Palau	n.a.	n.a.	n.a.	n.a.	n.a.
Papua New Guinea	Account credited; refunded after request	330	331	3.6	10.7
Samoa	Account credited; refunded after request	...	...	...	...
Solomon Islands	n.a.	n.a.	n.a.	n.a.	n.a.
Tonga	Account credited; refunded after request	...	...		1.8
Tuvalu	Account credited; refunded after request	...	...	...	...
Vanuatu	Paid out automatically	...	...	...	0.0
South Asia					
Bangladesh	Account credited; refunded after request	0	0	0.9	1.4
Bhutan	n.a.	n.a.	n.a.	n.a.	n.a.
India	Account credited; refunded after request	...	...	16.1	17.8
Maldives	Account credited; refunded after request	677[b]	660	...	0.1
Nepal	Account credited; refunded after request	0	21,820		1.3
Sri Lanka	Account credited; refunded after request	...	...	0.2	0.2
Southeast Asia					
Brunei Darussalam	n.a.	n.a.	n.a.	n.a.	n.a.
Cambodia	Account credited; refunded after request	214,210	159,000	4.1	2.9
Indonesia	Paid out automatically	...	...	19.3	25.4
Lao PDR	Account credited; refunded after request	189,000	...	**2.6**	...
Malaysia	n.a	n.a.	n.a.	n.a.	n.a.
Singapore	Paid out automatically	...	...	47.7	46.9
Thailand	Account credited; refunded after request	88,855	22,217	27.3	39.4
Timor-Leste	n.a.	n.a.	n.a.	n.a.	n.a.
Viet Nam	Account credited; refunded after request	...	150,709[c]	...	...

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, n.a. = not applicable, VAT = value-added tax.

[a] Paid out automatically = refunds are paid out (or offset against tax debts) immediately or within a short time frame.

[b] Maldives: Taxpayers must request a refund—the reported amount is the stock of credits, not total approved refunds.

[c] Amount expressed in billions.

Sources: ISORA 2021, ISORA 2022, ISORA 2023.

Table A.65: Aggregate Tax Arrears, FYs 2019–2022

Region/ Economy	Stock of Tax Arrears at Year-end							
	Value (million, in local currency)				**Value** (% of total FY net tax collections)			
	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia								
Armenia	278,870	305,610	313,286	320,921	21.4	22.1	21.6	17.7
Azerbaijan	1,166	1,507	2,138	2,610	8.8	14.8	12.8	12.7
Georgia	4,393	3,970	4,811	3,983	40.6	39.6	41.2	22.7
Kazakhstan	333,108	301,552	...	...	2.7	2.8	...	...
Kyrgyz Republic	5,917	64,742	251,975	39,886	5.3	46.1	128.0	14.5
Pakistan	...	1,545,861	1,089,248	1,462,267	...	38.7	27.4	31.3
Tajikistan	580	884	806	728	3.9	6.4	3.8	3.1
Uzbekistan	2,384,800	4,428,086	7,506,741	8,542,995	2.9	3.3	4.5	4.4
East Asia								
PRC	...	...	...	...	...	...	...	...
Hong Kong, China	45,512	49,314	50,245	48,864	13.3	16.2	15.2	12.9
Japan	811,788	755,411	828,620	885,716	1.4	1.4	1.4	1.4
Korea, Rep. of	17,721,573	16,586,668	17,612,549	21,576,513	6.2	6.0	5.3	5.6
Mongolia	1,860,375	1,807,860	2,167,801	4,429,549	25.6	46.1	23.9	32.7
Taipei,China	130,137	130,382	135,994	131,574	5.7	5.9	5.1	4.4
Pacific								
Australia	45,398	53,427	59,036	66,666	10.7	13.2	13.0	12.9
Cook Islands	29	29	36	38	24.2	25.2	45.6	38.8
Fiji	253	198	191	192	9.3	11.5	14.0	13.2
Kiribati	40	...	64	69	81.6	...	116.4	127.8
Marshall Islands	...	9	12	13	...	...	22.2	25.5
FSM	...	...	29	34	...	...	181.3	141.7
Nauru	<1	7	...	...	2.4	10.8	...	...
New Zealand	3,521	4,247	4,384	6,898	3.9	4.8	4.2	6.1
Niue	...	...	460[a]	1,000[a]	...	...	6.7	22.8
Palau	...	17	1	4[a]	...	40.7	4.8	14.8
Papua New Guinea	15,321	...	...	9,434	212.5	...	...	65.7
Samoa	...	...	65	71	...	...	13.4	15.2
Solomon Islands	...	...	...	.....	...	...	...	...
Tonga	100	91	13	14	84.0	56.0	5.9	8.5
Tuvalu	...	...	316[a]	316[a]	...		5.5	4.2
Vanuatu	...	10	7	...	...	0.1	0.1	..
South Asia								
Bangladesh	443,221	678,622	...	1,246,337	20.1	31.4	...	50.2
Bhutan	...	...	...	...	...	...	...	...
India	10,268,068	15,989,119	17,075,681	23,457,401	90.3	152.3	90.5	93.9
Maldives	17,698[b]	20,400[b]	15,557[b]	14,566[b]	136.2	236.9	130.6	90.6
Nepal	...	103,678	39,406	65,357	...	17.5	6.6	9.6
Sri Lanka	...	697,716	619,726	904,342	...	136.5	100.0	85.5
Southeast Asia								
Brunei Darussalam	...	14	15	16	...	7.2	8.1	7.5
Cambodia	...	...	...	...	...	...	...	...
Indonesia	72,630,640	69,891,089	66,552,093	67,687,303	5.4	6.5	5.2	3.9
Lao PDR	30,912	219,137	189,000	...	0.3	1.6	1.4	...
Malaysia	10,721	11,259	10,731	13,887	7.9	10.2	8.2	9.0
Philippines	297,890	414,000	421,203	...	13.6	21.2	20.3	...
Singapore	735	752	771	829	1.4	1.4	1.6	1.4
Thailand	359,600	402,508	478,282	495,670	20.5	26.5	28.8	28.5
Timor-Leste	...	...	73	87	...	...	16.0	13.0
Viet Nam	86,378,045	83,026,946	115,013,709	147,000,000	8.2	7.7	8.5	11.8

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Amounts expressed in 000's of local currency.

[b] Maldives: Aggregate arrears for all years include a large amount of arrears owing to unpaid tourism land rent.

Sources: ISORA 2020; ISORA 2021; ISORA 2022, ISORA 2023.

Table A.66: Tax Arrears Deemed Uncollectible, FYs 2019–2022

Region/Economy	Tax Arrears at Year-End Considered Uncollectible							
	Value (million, in local currency)				**Value** (% of total end-year tax arrears)			
	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia								
Armenia	245,903	250,018	249,121	257,298	88.2	81.8	79.5	80.2
Azerbaijan	942	1,231	1,744	22,114	80.8	81.7	81.6	84.7
Georgia	3,444	2,950	3,539	3,393	78.4	74.3	74.0	85.2
Kazakhstan	...	277,881	...	...	...	92.2	...	..
Kyrgyz Republic	3,764	42,004	19,521	2,198	63.6	64.9	...	5.5
Pakistan	...	72,476	...	207,104	...	77.4	...	14.2
Tajikistan	580	580	590	565	100.0	65.6	73.2	77.6
Uzbekistan	1,285,600	2,590,821	4,451,520	4,207,656	53.9	58.5	...	49.3
East Asia								
PRC	...	...	...	...	...	...	...	
Hong Kong, China	19,752	17,325	16,314	14,475	43.4	35.1	32.5	29.6
Japan	...	...	60,377	66,883	...	...	7.3	7.6
Korea, Rep. of	8,437,146	7,058,258	6,158,902	6,009,241	47.6	42.6	35.0	27.9
Mongolia	186,495	330,879	631,023	877,839	10.0	18.3	29.1	19.8
Taipei,China	1,443	2,231	699	9,559	1.1	1.7	0.5	7.3
Pacific								
Australia	18,900	19,248	20,540	21,876	41.6	36.0	34.8	32.8
Cook Islands	...	...	0	...	...	...	...	...
Fiji	28	28	28	23	10.7	14.1	14.7	12.0
Kiribati	...	...	...	16	...	...	...	23.2
Marshall Islands	...	6	6	7	...	...	20.8	53.8
FSM	...	...	16	16	...	55.0	46.0	47.1
Nauru	...	...	...	...	...	...	...	...
New Zealand	794	434	905	1,115	11.5	10.2	20.6	16.2
Niue	...	...	60[b]	100[b]	...	...	13.0	10.0
Palau	...	1,365[b]	59[b]	2,447[b]	...	0.6	0.6	
Papua New Guinea	13,957	...	...	4,345	91.1	...	...	46.1
Samoa	...	...	6	7	...	...	9.2	9.9
Solomon Islands	...	...	...	1,925	...	4.5	33.3	50.0
Tonga	61	31	120[b]	495[b]	61.0	34.1	...	
Tuvalu	...	...	171[b]	171[b]	...	...	54.0	54.0
Vanuatu	...	5	7	...	...	50.0	...	...
South Asia								
Bangladesh	...	...	...	61,315	...	...	...	4.9
Bhutan	...	...	...	...	...	...	...	...
India	...	...	...	...	...	...	...	...
Maldives	...	4,291	6,715	5,492	...	21.0	43.2	37.7
Nepal	...	61,406[a]	...	...	...	59.2	...	...
Sri Lanka	...	267,476	460,101	740,917	...	38.3	74.2	81.9
Southeast Asia								
Brunei Darussalam	...	2	2	2	...	14.3	13.3	12.5
Cambodia	...	...	...	...	...	...	...	...
Indonesia	44,894,690	31,187,214	37,247,066	39,387,637	61.8	44.6	56.0	58.2
Lao PDR	...	...	...	...	...	...	...	...
Malaysia	591	35	198	388	5.5	0.3	1.8	2.8
Philippines	209,360	274,000	90,768	...	70.3	66.2	21.5	...
Singapore	...	...	...	...	...	...	...	...
Thailand	156,900	220,422	213,763	202,058	43.6	54.8	44.7	40.8
Timor-Leste	...	...	...	...	...	...	...	...
Viet Nam	44,100,482	28,292,364	23,572,656	...	51.1	34.1	20.5	...

... = no data at cutoff date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Nepal: Data sourced from TADAT performance assessment report.

[b] Data expressed in 000's of local currency.

Sources: ISORA 2018, ISORA 2020, ISORA 2021, ISORA 2022; Nepal Inland Revenue TADAT Performance Assessment Report, February 2023.

Table A.67: Tax Arrears of State-Owned Enterprises, FYs 2019–2022

Region/Economy	Tax Arrears of State-Owned Enterprises at Year-End (million, in local currency)							
	Total Value				Value of Amount Deemed Uncollectible			
	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia								
Armenia	601	1,180	1,066	846	214	207	533	420
Azerbaijan	162	171	245		145	132	182	
Georgia	197	169	146	40	83	110	116	9
Kazakhstan	1,616	2,841			27	278		
Kyrgyz Republic	...	...	...	...	...	...	...	...
Pakistan	...	24,855	...	...	...	0	...	...
Tajikistan	196	49	267	327	196	40	100	121
Uzbekistan	274,800	162,155	5,884	402,844	0	0	0	88,622
East Asia								
PRC	...	...	...	...	...	...	...	...
Hong Kong, China	0	0	0	0	0	0	0	0
Japan	...	...	...	...	...	...	...	...
Korea, Rep. of	...	...	...	...	...	...	...	...
Mongolia	2,980	0	499,944	481,434	0	0	0	0
Taipei,China	...	...	...	...	...	...	...	...
Pacific								
Australia	36	51	...	18	<1	5	...	
Cook Islands	...	1	1	0	...	...	0	0
Fiji	...	1	0	...	...	...	0	...
Kiribati				16				16
Marshall Islands	...	...	....	...	...	...	...	...
FSM	...	...	....	...	...	...	...	...
Nauru	2[a]	51[a]			0	0		
New Zealand	...	...	...	...	...	...	...	...
Niue	...	...	...	600[b]	...	...	...	60[b]
Palau	...	0	0	0	...	0	0	0
Papua New Guinea	...	...	...	1,513	...	...	...	1,059
Samoa	...	...	...	...	...	...	...	...
Solomon Islands	...	...	...	...	...	...	...	...
Tonga	1,613[b]	...	...	...	0	...	...	...
Tuvalu	...	...	....	0	...	...	...	0
Vanuatu	...	1,612[b]	...	...	...	1,532[b]	....	...
South Asia								
Bangladesh	177,289	...	...	378,130	0	...	...	0
Bhutan	...	...	...	...	...	...	...	...
India	...	...	...	...	...	...	...	...
Maldives	...	1,062	1,338	1,018	...	0	1,338	1,018
Nepal		1,049	...	1,314	...	968	...	0
Sri Lanka	...	...	...	...	...	...	...	...
Southeast Asia								
Brunei Darussalam	0	0	0	...	0	0	0	...
Cambodia	...				...	...		
Indonesia	...	2,937[b]	4,297[b]	...	...	1,302[a]	1,107[a]	...
Lao PDR	357	...	...		0	...	...	
Malaysia	0	0	...	...	0	0	...	...
Philippines	9,230	13,000	12,439		2,150	2,000	1,113	
Singapore	...	...	...	...	...	...	...	...
Thailand	...	...	...	...	...	...	...	...
Timor-Leste	...	...	...	...	...	...	...	...
Viet Nam	12,022[a]	12,371[a]	16,568[a]	...	2,593[a]	2,414[a]	2,351[a]	....

... = no data at cutoff date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, SOE = state-owned enterprise.

[a] These amounts are expressed in 000's of local currency.

[b] These amounts are expressed in billions of local currency.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Table A.68a: Tax Debt Arrears (by major tax type), FYs 2020–2022 (Part 1)

	Total Closing Stock of Tax Arrears at Year-End by Tax Type (million, in local currency)					
	Corporate Income Tax			Personal Income Tax		
Region/Economy	FY2020	FY2021	FY2022	FY2020	FY2021	FY2022
Central and West Asia						
Armenia	67,112	65,500	70,629	1,448	2,110	1,798
Azerbaijan	310	407	1,803	41	74	4,916
Georgia	429	398	451	423	570	637
Kazakhstan	74,219	...	14,577	4,746	...	16,545
Kyrgyz Republic	11,931	6,833	...	5,396	...	...
Pakistan	583,373	828,329	238,947	612,581[a]	261,009	1,223,320
Tajikistan	133	113	...	...	...	117
Uzbekistan	180,492	896,823	810,278	306,156	270,043	965,438
East Asia						
PRC	...	...	...	...	...	...
Hong Kong, China	39,361	37,503	36,497	9,953	12,741	12,367
Japan	94,552	108,095	228,816	223,805	228,816	108,095
Korea, Rep. of	767,893	918,803	1,483,535	2,332,852	3,079,860	4,573,147
Mongolia	335,697	588,515	771,174	18,777	108	21,613
Taipei,China	...	...	43,961	...	...	13,665
Pacific						
Australia	10,249	11,783	12,173	13,213	13,720	15,472
Cook Islands	5	9	8	4	6	7
Fiji	76	84	34	...	...	20
Kiribati			30			0
Marshall Islands	...	...	0	...	...	0
FSM	...	25	27	...	...	0
Nauru	159[a]	4[a]	253[b]	...	...	
New Zealand	1,743	1,585	1,791	[b]	[b]	[b]
Niue	...	460[b]	400[b]	...	...	0
Palau	n.a.	...	414[b]	...	...	...
Papua New Guinea	...	...	168	...	...	2,894
Samoa	...	21	...	...	...	...
Solomon Islands	4	...	1,287	...	...	0
Tonga	51	3	5	2	...	1
Tuvalu	...	...	80[a]	...	...	0
Vanuatu	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
South Asia						
Bangladesh	...	...	34,175	...	...	385,506
Bhutan	...	...	...	...	...	...
India	8,021,104	6,860,857	12,721,648	7,861,533	6,968,321	7,159,700
Maldives	1,589	2,264	1,290	81	14	35
Nepal	15,521	23,542	42,790	3,192	...	...
Sri Lanka	...	299,942[a]	...	...	...[c]	...
Southeast Asia						
Brunei Darussalam	14	15	16	n.a.	n.a.	n.a.
Cambodia	...	...	...	...	...	...
Indonesia	18,313,005	17,785,166	17,859,793	1,903,192	2,131,573	2,074,435
Lao PDR	150	...	...	...	...	...
Malaysia	4,339	5,055	5,019	6,591	4,335	6,662
Philippines	98,000	118,143	...	63,000	56,326	...
Singapore	115	161	167	244	304	294
Thailand	67,485	66,139	66,302	137,137	206,956	227,717
Timor-Leste	...	...	...	...	...	...
Viet Nam	5,534,492	7,183,068	...	3,057,128	4,753,598	...

... = no data at cutoff date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Amounts expressed in 000's of local currency.

[b] New Zealand, corporate income tax arrears are aggregated with personal income tax arrears; Pakistan, arrears of individual income tax include employers' income tax withholdings; Sri Lanka, corporate income tax arrears include personal income arrears.

Sources: ISORA 2021, ISORA 2022, ISORA 2023.

Table A.68b: Tax Debt Arrears (by major tax type), FYs 2020–2022 (Part 2)

	Total Closing Stock of Tax Arrears at Year-End by Tax Type (million, in local currency)					
	Employers' Income Tax Withholdings			Value-Added Tax		
Region/Economy	FY2020	FY2021	FY2022	FY2020	FY2021	FY2022
Central and West Asia						
Armenia	29,749	30,224	32,199	117,632	115,178	124,303
Azerbaijan	25	24	241	452	557	6.793
Georgia	...	...	...	959	956	1,076
Kazakhstan	3,016	...	15,873	79,899	...	12,562
Kyrgyz Republic	...	...	....	22,088	102,822	17,440
Pakistan	...[a]	...	...	349,907	507,144	...
Tajikistan	59	50	45	240	249	224
Uzbekistan	...	510,785	1,298,714	2,319,848	4,348,470	4,355,446
East Asia						
PRC	...	...	...	...	...	...
Hong Kong, China	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Japan	108,993	105,357	105,357	266,849	324,541	324,541
Korea, Rep. of	232,747	287,446	367,275	4,478,086	5,136,538	6,775,011
Mongolia	107,324	559	207,178	1,064,250	1,024,089	1,914,617
Taipei,China	...	...	...	...	...	12,254
Pacific						
Australia	8,881	10,091	12,025	9,957	10,660	12,302
Cook Islands	8	6	9	5	9	12
Fiji	5	...	32	73	75	80
Kiribati	...	...	5	...	...	34
Marshall Islands	9	12	13	n.a.	n.a.	n.a.
FSM	...	4	7	n.a.	n.a.	n.a.
Nauru	3	...	...	n.a.	n.a.	n.a.
New Zealand	741	920	822	1,550	1,523	1,824
Palau	12,000[b]	...	169[b]	n.a.	n.a.	n.a.
Niue	...	...	0	n.a.	n.a.	n.a.
Papua New Guinea	...	...	1,396	...	...	2,109
Samoa	...	...	...	...	46	...
Solomon Islands	...	880[b]	852[b]	n.a.	n.a.	n.a.
Tonga	8	3	2	29	5	5
Tuvalu	...	...	...	...	...	91[b]
Vanuatu	n.a.	n.a.	n.a.	10	7	...
South Asia						
Bangladesh	...	...	7,549	...	...	416,325
Bhutan	...	...	...	...	...	...
India	106,482	554,164	111,177	...	2,692,338	3,021,889
Maldives	4	5	10	2,268	2,360	2,575
Nepal	2,539	...	...	19,910	14,007	19,881
Sri Lanka	7,258	5,990	5,420	210,609	246,156	367,208
Southeast Asia						
Brunei Darussalam	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Cambodia	...	...	...	...	...	...
Indonesia	1,444,918	1,747,440	2,848,143	27,065,255	25,234,664	26,577,762
Lao PDR	2,554	...	...	5,080	...	...
Malaysia	...	...	...	n.a.	n.a.	n.a.
Philippines	2,000	2,985	...	80,000	114,672	...
Singapore	n.a	n.a.	n.a.	342	247	303
Thailand	46	...	...	196,470	203,683	200,364
Timor-Leste	...	...	...	...	...	...
Viet Nam	...	...	...	20,393,632	23,199,906	...

... = no data at cutoff date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, VAT = value-added tax.

[a] For Pakistan, arrears of employers' income tax withholdings are included in individual income tax.

[b] Amounts expressed in 000's of local currency.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Table A.69: Audits and Other Verifications—Cases Completed, FYs 2019–2022

	Audits and Other Verification Actions (excluding electronic compliance checks)							
	Completed Cases (number)				Completed Cases with Adjustment (% of total)			
Region/Economy	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia								
Armenia	12,783	17,563	25,442	30,355	73.7	53.6	51.8	46.2
Azerbaijan	11,151	572	373	385	0.2	98.4	98.4	99.0
Georgia	4,847	4,809	5,853	3,492	67.9	85.0	84.1	85.2
Kazakhstan	9,880	5,532	2,435	4,444	52.1	58.7	69.0	7.3
Kyrgyz Republic	8,948	4,220	6,431	16,621	73.0	...	55.5	...
Pakistan	257,022	146,101	389,272	49,243	...	16.5	...	...
Tajikistan	5,047	3,372	3,394	3,622	...	...	...	...
Uzbekistan	...[a, b]	...[a, b]	139	1,157	...	...	100.0	99.9
East Asia								
PRC	...	...	...	...	...	...	...	...
Hong Kong, China	51,666	46,996	43,139	61,185	35.8	35.1	27.6	30.7
Japan	434,000	344,437	120,853	...	62.2	63.4	68.2	...
Korea, Rep. of	16,008	14,190	14,454	14,174	...	...	...	...
Mongolia	5,410	2,338	2,632	1,480	...	78.2	92.9	100.0
Taipei,China	...	...	...	3,600,086	...	...	...	7.4
Pacific								
Australia	922,498	870,968	1,036,000	1,062,139	57.5	53.7	42.6	50.6
Cook Islands	444	...	138	310	82.9	...	87.0	53.9
Fiji	2,048	1,734	1,928	1,200	...	100.0	100.0	66.6
Kiribati				7				100.0
Marshall Islands	...	3	2	0	...	...	...	0
FSM	...	...	171	170				100.0
Nauru	1	3	5	3	100.0	100.0	100.0	100.0
New Zealand	...	...	16,157	10,347	...	...	64.4	73.7
Niue	...	...	...	0	...	...	...	0
Palau	...	308	...	12	...	1.9	...	100.0
Papua New Guinea	...[a]	...[a]	226	48	...	...	...	70.8
Samoa	126	233	...	162	100.0	49.8	...	
Solomon Islands	377	145	122	75	35.8	94.5	100.0	100.0
Tonga	103	43	...	60	9.7	83.7	...	92.0
Tuvalu	...	...	...	3	...	...	...	100.0
Vanuatu	...	228	...	626	...	66.7	...	99.5
South Asia								
Bangladesh	39,690	16,931	...	24,833	...	...	...	100
Bhutan	...	...	99,789	109,320	...	...	...	...
India	272,178	408,973	112,509	90,734	...	...	...	48.7
Maldives	877	305	341	323	76.9	71.5	53.7	75.0
Nepal	...	10,097	7,794	3,990	...	...	...	100
Sri Lanka	...	...	1,477	5,356	...	...	...	...
Southeast Asia								
Brunei Darussalam	...	75	202	56	...	100.0	...	100.0
Cambodia	1,970[a]	4,201	3,833	5,280	...	69.6	66.1	63.0
Indonesia	158,042	89,886	455,548	126,124	34.3	47.4	100.0	55.5
Lao PDR	...[a]	...[a]			...	...	...	
Malaysia	2,152,451	2,140,162	2,408,455	2,572,853	35.5	37.5	34.5	26.4
Philippines	...	2,653	2,138		...	...	2.6	
Singapore	...	....	...	...	...	...	...	...
Thailand	76,897	88,177	716	106,657	40.2	36.7	100.0	74.5
Timor-Leste	12	3	...	77	100.0	100.0	...	0
Viet Nam	613,797	96,243	1,119,308	909,040	16.3	...	6.8	9.3

... = no data at cutoff date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Audit assessments were quantified only for the Large Taxpayer Program reported in Appendix Table A.22c.

[b] Audit moratorium in place from 2017; Large Taxpayer Program introduced from beginning of 2019.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023; Philippines Bureau of Internal Revenue annual report 2019.

Table A.70: Audits and Other Verifications—Value of Assessments, FYs 2019–2022

Region/ Economy	Assessments from Audits and Other Actions (including penalties and interest)							
	Value (million, in local currency)				Value (% of total net tax collections)			
	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia								
Armenia	79,865	100,778	45,770	36,595	6.1	7.3	3.2	2.0
Azerbaijan	556	562	379	367	4.1	5.5	2.3	1.8
Georgia	1,432	1,428	1,217	956	13.2	14.3	10.4	5.4
Kazakhstan	250,716	322,592	191,888	10,444	2.0	3.0	1.4	0.1
Kyrgyz Republic	12,711	4,737	18,359	22,858	11.5	3.4	9.3	6.9
Pakistan	451,468	537,736	1,074,715	803,217	11.8	13.5	27.0	17.2
Tajikistan	484	507	1,230	1,031	3.2	3.7	5.8	4.4
Uzbekistan	0[b]	0	689,820	3,419,617	0.0	0.0	0.4	1.8
East Asia								
PRC	...	...	...	...	...	...	...	...
Hong Kong, China	3,155	3,773	5,569	3,762	0.9	1.2	1.7	1.0
Japan	508,100	468,200	326,000	...	0.9	0.9	0.6	...
Korea, Rep. of	6,772,528	5,130,774	5,475,304	5,344,263	2.4	1.9	1.6	1.4
Mongolia	183,973	767,029	254,538	487,682	2.5	15.0	2.8	3.6
Taipei,China	...	...	...	24,391	...	...	...	0.8
Pacific								
Australia	9,540	8,157	8,277	11,909	2.2	2.0	1.8	2.3
Cook Islands	1,547[c]	...	4,913[c]	885[c]	1.3	0.0	6.2	0.9
Fiji	62	70	58	51	2.3	4.1	4.3	3.5
Kiribati	...	...	1230[c]	1,886[c]	...	...	2.2	3.5
Marshall Islands	...	...	97	0	...	...	1.8	0.0
FSM	...	...	393	...	...	...	...	...
Nauru	127[c]	3,283[c]	581[c]	314[c]	0.3	5.1	0.9	0.5
New Zealand	... [a]	... [a]	860	1,191	...	...	0.8	1.0
Niue	...	...	...	0	...	...	...	0.0
Palau	...	23,079[c]	261[c]	101[c]		55.2	1.1	0.4
Papua New Guinea	...[a]	...[a]	214	125	...	...	2.3	0.9
Samoa	8,392[c]	820[c]	...	541[c]	1.6	0.2	...	0.1
Solomon Islands	163	183	79	28	19.9	13.6	4.5	3.7
Tonga	7	3	...	...	5.9	1.9	...	...
Tuvalu	...	...	...	280[c]	...	...	...	15.3
Vanuatu	...	133	...	286	...	1.3	...	1.8
South Asia								
Bangladesh	37,308	72,176	...	13,218	1.7	3.3	...	0.5
Bhutan	1,632	355	251	523	18.3	4.3	1.5	2.4
India	1,805,980	4,629,920	579,239	6,947,267	15.9	44.1	3.1	27.8
Maldives	890	285	337	414	6.8	3.3	2.8	2.6
Nepal	...	15,300	77,957	20,145	...	2.6	13.1	3.0
Sri Lanka	...	...	21,836	41,128	...	...	3.5	3.9
Southeast Asia								
Brunei Darussalam	...	...	...	2	...	...	...	0.9
Cambodia	2,823[a]	2,964,980[a]	...[a]	...	0.03	20.9	...	...
Indonesia	84,986,515	152,284,619	78,528,280	81,064,231	6.3	14.2	6.1	4.7
Lao PDR	173,667	207,805	239,200	...	1.5	1.5	2.0	...
Malaysia	18,966	18,442	15,503	8,237	14.0	16.7	11.9	5.4
Philippines	57,965	21,078	...	...	2.7	1.1	...	...
Singapore	...	...	...	...	...	...	...	..
Thailand	25,211	30,528	7,495	183,001	1.4	2.0	0.5	10.5
Timor-Leste	1,860,000[c]	1,506[c]	671[c]	509[c]	3.8	3.0	0.1	0.1
Viet Nam	18,875,506	12,597,000	10,941,704	16,866,882	1.8	1.2	1.8	1.4

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Cambodia, New Zealand, and Papua New Guinea: Audit assessments reported only for Large Taxpayer Program (Appendix Table A.37).

[b] Uzbekistan: Audit moratorium from 2017 ran for number of years. Large taxpayer program commenced in 2019.

[c] These values are expressed in 000s of local currency.

Sources: ISORA 2020; ISORA 2021; ISORA 2022; ISORA 2023

Table A.71a: Verification Actions—Value of Assessments (by tax type), FYs 2020–2022 (Part1)

	Value of Assessments from All Verification Actions by Tax Type (million, in local currency)					
	Corporate Income Tax			Personal Income Tax		
Region/Economy	FY2020	FY2021	FY2022	FY 2020	FY2021	FY2022
Central and West Asia						
Armenia	8,782	5,426	10,599	0	0	0
Azerbaijan	181	152		18	8	
Georgia	110	254	223	185	554	97
Kazakhstan	238,012	...		3,067	...	
Kyrgyz Republic	...	...	...	...	...	...
Pakistan	335,187	829,629[a]	337,032	202,549	...[a]	63,754
Tajikistan	...	...	291	...	...	...
Uzbekistan[a]	...	137,177	594,155	...	24,033	43,522
East Asia						
PRC	...	...	...	...	...	...
Hong Kong, China	2,988	4,943	2,875	785	627	886
Japan	164,400	120,700	143,800	99,200	53,300	80,400
Korea, Rep. of	3,533,654	3,988,274	3,564,824	1,072,187	794,367	957,833
Mongolia	149,567	66,453	161,668	548	6,659	2,912
Taipei,China	...	...	10,947	...	...	3,384
Pacific						
Australia	...	...		...	...	
Cook Islands	...	4,198[b]	11[b]	...	432[b]	439[b]
Fiji	17	...	...	...	...	...
Kiribati			1,387[b]			0
Marshall Islands	...	...	0	...	...	0
FSM	...	...	....	...	...	...
Nauru	3,283[b]	555[b]		0	0	
New Zealand	...	...	...	...	...	...
Niue	...	...	0	...	...	0
Palau	n.a.	...	51[b]	...	...	0
Papua New Guinea	...	68	107	...	...	1
Samoa	39[b]	...	393[b]	...	...	0
Solomon Islands	84	43	14	19	21	0
Tonga	1,585[c]	...	....	...	...	...
Tuvalu	...	...	160[b]	...	...	0
Vanuatu	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
South Asia						
Bangladesh	6,083	...	310	113	...	1,758
Bhutan	199	59	477	16	192	32
India	3,332,070	514,949	6,521,397	1,297,850	393,050	425,870
Maldives	198	79	198	0	0	0
Nepal	7,867	71,638	16,648	3,479	...	0
Sri Lanka	....	...	...	...	...	...
Southeast Asia						
Brunei Darussalam	46	6	<1	n.a.	n.a.	n.a.
Cambodia	...	...		...	...	
Indonesia	65,4836,32	40,874,487	45,520,436	973,718	1,379,486	2,370,692
Lao PDR	21,303	52,000		19,541	1,200	
Malaysia	14,697	11,563	5,681	3,566	3,694	2,477
Philippines	517	68		2	...	
Singapore	109	77	346	112	93	80
Thailand	9,350	857	127,805	7,670	5,976	23,763
Timor-Leste	...	...	59[b]	...	...	
Viet Nam	7,774	...	...	...	...	...

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, n.a. = not applicable.

[a] Pakistan: Assessments for personal income tax included under corporate income tax; Uzbekistan: Audit moratorium in place from 2017.

[b] Values are expressed in 000's of local currency.

[c] Data do not include results from audits of Large Taxpayer Program.

Sources: ISORA 2020, ISORA 2021, ISORA 2022.

Table A.71b: Verification Actions—Value of Assessments (by tax type), FYs 2019–2022 (Part 2)

Region/Economy	Value of Assessments from All Verification Actions by Tax Type (million, in local currency)					
	Value-Added Tax			Employer Withholdings		
	FY2020	FY2021	FY2022	FY2020	FY2021	FY2022
Central and West Asia						
Armenia	12,077	6,192	13,611	1,193	1,760	1,392
Azerbaijan	292	178		8	2	
Georgia	213	381	304	66	28	330
Kazakhstan	79,685			1,828		
Kyrgyz Republic	...	...	...	...	...	...
Pakistan	...	206,343	402,441	[a]	...	...
Tajikistan	...	...	235	...	...	17
Uzbekistan	...[a]	158,645	2,059,225	...	917	128,878
East Asia						
PRC	...	...	...	...	...	...
Hong Kong, China	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Japan	100,400	86,200	111,000	29,600	14,500	22,800
Korea, Rep. of	300,259	436,958	579,595	...	...	...
Mongolia	65,608	152,824	122,406	10,150	2,866	3,799
Taipei,China	...	...	10,060	...	...	...
Pacific						
Australia	...	...		...	...	
Cook Islands	...	283[b]	435[b]	...	0	0
Fiji	12	...	...	...	...	...
Kiribati			499[b]			0
Marshall Islands	n.a.	n.a.	n.a.	...	...	0
FSM	n.a.	n.a.	n.a.	...	...	...
Nauru	n.a.	n.a.	n.a.	0	26[c]	
New Zealand	...	...	...	...	...	...
Niue	n.a.	n.a.	n.a.	...	...	0
Palau	n.a.	n.a.	n.a.	12[b]	...	49[b]
Papua New Guinea	...	131	7	...	14	8
Samoa	113[b]	...	148[b]	0	...	0
Solomon Islands	n.a.	n.a.	n.a.	8	3	11
Tonga	1,605[b]	....	...	...	...	...
Tuvalu	...	...	120[b]	...	...	0
Vanuatu	132	...	286	n.a.	n.a.	n.a.
South Asia						
Bangladesh	65,980	...	2,067	...	...	8,469
Bhutan	n.a.	n.a.	n.a.	...	...	...
India	...	24,812	...	...	...	...
Maldives	81	257	216	0	0	429[c]
Nepal	2,297	5,390	3,364	1,657	...	0
Sri Lanka	...	20,518	24,475	...	...	35
Southeast Asia						
Brunei Darussalam	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Cambodia	...	...		...	...	
Indonesia	80,500,193	32,254,428	19,068,384	1,723,366	2,019,879	6,728,250
Lao PDR	88,671	162,000	...	13,548	24,000	
Malaysia	n.a.	n.a.	n.a.	179	245	79
Philippines	2,890[a]	...	...	2[a]	...	...
Singapore	180	208	213	n.a.	n.a.	n.a.
Thailand	13,509	651	31,433	...	0	0
Timor-Leste	n.a.	n.a.	n.a.	...	...	...
Viet Nam	4,144	...	...	512	...	...

... = no data at cut-off date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, n.a. = not applicable.

[a] Pakistan: Audit results included in personal income tax; Philippines: Data do not include results from audits of Large Taxpayer Program; Uzbekistan: Audit moratorium in place from 2017.

[b] Values are expressed in 000's of local currency.

Sources: ISORA 2021, ISORA 2022, ISORA 2023.

Table A.72: Tax Crimes Investigations—Responsibilities and Case Numbers, FYs 2019–2022

Region/Economy	Responsibility for Directing and Conducting Tax Crime Investigations in FY2022	Cases Referred for Prosecution (where revenue body conducts investigations) (number)			
		FY2019	FY2020	FY2021	FY2022
Central and West Asia					
Armenia	Revenue body is fully responsible	609	632	820	1,754
Azerbaijan	Revenue body is under direction of external body	309	62	72	67
Georgia	Other agency conducts investigations	...	...	...	...
Kazakhstan	Other agency conducts investigations	...	...	...	...
Kyrgyz Republic	Other agency conducts investigations	...	...	...	...
Pakistan	Revenue body is fully responsible	16	132	159	...
Tajikistan	Revenue body is fully responsible	...	...	...	...
Uzbekistan	Other agency conducts investigations	...	...	0	0
East Asia					
PRC	Other agency conducts investigations	...	...	...	...
Hong Kong, China	Revenue body is fully responsible	4	5	1	4
Japan	Revenue body is fully responsible	121	116	83	75
Korea, Rep. of	Revenue body is fully responsible	188	160	117	102
Mongolia	Other agency conducts investigations	...	...	...	...
Taipei,China	Other agency conducts investigations	...	...	...	...
Pacific					
Australia	Revenue body is fully responsible	77	29	32	46
Cook Islands	Revenue body is fully responsible	2	0	0	0
Fiji	Other agency conducts investigations	45	...	0	0
Kiribati	Revenue body is under direction of external body	1	...	0	1
Marshall Islands	Revenue body is under direction of external body	...	...	...	0
FSM	Revenue body is under direction of external body	...	...	...	0
Nauru	Other agency conducts investigations	0	0	0	0
New Zealand	Revenue body is fully responsible	89	38	135	24
Niue	Revenue body is under direction of external body	...	...	...	0
Palau	Other agency conducts investigations	...	3	0	0
Papua New Guinea	Revenue body is fully responsible	20	0	0	...
Samoa	Revenue body is fully responsible	5	...	0	0
Solomon Islands	Revenue body is under direction of external body	0	0	0	0
Tonga	Revenue body is fully responsible	0	0	0	0
Tuvalu	Revenue body is under direction of external body	...	...	...	0
Vanuatu	Revenue body is fully responsible	...	0	3	0
South Asia					
Bangladesh	Revenue body is fully responsible	21	...	0	0
Bhutan	Revenue body is fully responsible	...	...	0	0
India	Revenue body is fully responsible	3,512	1,226	274	481
Maldives	Revenue body is fully responsible	0	0	0	1
Nepal	Revenue body is fully responsible	...	...	...	663
Sri Lanka	Revenue body is fully responsible	...	...	...	94
Southeast Asia					
Brunei Darussalam	Revenue body is under direction of external body	...	...	...	0
Cambodia	Revenue body is under direction of external body	1	5	5	6
Indonesia	Revenue body is fully responsible	138	97	93	70
Lao PDR	Revenue body is under direction of external body	69	...	2	...
Malaysia	Revenue body is fully responsible	53	65	12	4
Philippines	Revenue body is fully responsible	330	157	114	...
Singapore	Revenue body is fully responsible	69	26	43	26
Thailand	Revenue body is fully responsible	199	164	195	108
Timor-Leste	Other agency conducts investigations	...	...	...	...
Viet Nam	Other agency conducts investigations	0	0	0	0

... = no data at cutoff date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Sources: ISORA 2021, ISORA 2022.

Table A.73: Disputes—Internal Reviews by Revenue Body, FYs 2019–2022

	New Tax Cases Initiated During Fiscal Year				Tax Cases on Hand at Fiscal Year-End			
Region/Economy	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia								
Armenia	1,532	2,530	1,992	2,378	73	68	89	252
Azerbaijan	6,982	337	644	18,501	573	233	493	1,150
Georgia	8,444	6,312	9,255	10,241	817	144	364	144
Kazakhstan	...	0	...	1,365	...	0	0	65
Kyrgyz Republic	817	...	193	611	47	...	122	45
Pakistan	11,368	38,296	2,697	18,770	15,765	18,068	784	12623
Tajikistan	16	8	0	3	8	0	0	0
Uzbekistan	546	231	228	554	18	4	2	23
East Asia								
PRC	1,063	1,243	1,875	2,088	221	262	398	453
Hong Kong, China	95,314	55,207	83,219	97,762	43,233	37,703	41,371	41,704
Japan	5,147	3,922	3,237	3,601	3,086	2,649	2,559	2,680
Korea, Rep. of	3,727	4,303	3,928	3,921	568	846	1,290	743
Mongolia	269	120	32	13	124	38	13	37
Taipei,China	6,473	6,714	7,424	4,185	1,681	2,989	1,051	992
Pacific								
Australia	27,016	21,892	27,780	17,040	6,174	6,422	4,658	3,206
Cook Islands	1	0	1	0	1	0	1	0
Fiji	5,290	7,784	13,767	...	103	59	76	...
Kiribati				0				0
Marshall Islands	...	...	...	0	...	...	...	0
FSM	...	...	...	...	...	...	...	...
Nauru	0	0	1	1	0	0	1	1
New Zealand	44	46	47	24	7	9	6	3
Niue	...	...	...	0	...	...	...	0
Palau	...	308	0	0	...	308	0	0
Papua New Guinea	...	179	...	...	...	242	...	...
Samoa	...	...	...	0	...	...	...	0
Solomon Islands	...	5	...	0	...	4	...	0
Tonga	19	4	...	7	4	1	...	0
Tuvalu	...	...	...	0	...	...	...	0
Vanuatu	...	...	0	0	...	...	1	1
South Asia								
Bangladesh	24,126	18,827	...	245	5,071	5,117	...	37
Bhutan	...	...	437	1,318	...	...	0	0
India	26,884	216,441	29,751	108,751	336,068	457,808	460,050	521,505
Maldives	62	64	29	45	12	16	11	21
Nepal	...	1,240	1,073	684	...	868	1,295	1,320
Sri Lanka	...	3,270	836	2,194	...	876	213	1,532
Southeast Asia								
Brunei Darussalam	...	...	...	14	...	131	87	247
Cambodia	62	68	150	196	68	150	198	343
Indonesia	23,815	20,689	21,106	17,408	336,088	2,218	16,720	523
Lao PDR	...	...	...		...	...	...	
Malaysia	290	396	535	678	182	228	287	408
Philippines	281	342	...		1,033	489	...	
Singapore	...	...	...	...	...	...	...	...
Thailand	1,121	1,235	1,375	1,539	1,236	1,375	1,539	1,571
Timor-Leste	14	23	...	1	14	23	...	1
Viet Nam	2,064	1,232	1,118	1,024	133	74	480	96

... = no data at cutoff date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Table A.74: Disputes—Independent Reviews by External Bodies, FYs 2019–2022

Region/Economy	New Tax Cases Initiated During Fiscal Year				Tax Cases on Hand at Fiscal Year-End			
	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia								
Armenia	1,396	1,284	1,263	1,983	2,654	2,243	3,722	1,551
Azerbaijan	...	6	6	681	...	3	3	451
Georgia	791	2,670	3,136	2,796	2,979	1,315	478	217
Kazakhstan	231	537	2,770	1,437	1	0	762	249
Kyrgyz Republic	...	...	...	...	...	...	...	...
Pakistan	21,982	45,714	1,009	5,357	19,434	50,188	756	82,604
Tajikistan	...	0	0	127	...	0	0	7
Uzbekistan	...	53	...	76	...	58	...	71
East Asia								
PRC	817	718	1,037	1,174	...	...	...	...
Hong Kong, China	49	49	52	36	41	29	38	46
Japan	181	223	165	189	203	210	195	185
Korea, Rep. of[a]	4,598	8,712	7,019	8,291	1,975	2,075	2,760	1,850
Mongolia	84	120	134	157	7	38	...	...
Taipei,China	984	972	1,028	1,023	257	252	201	215
Pacific								
Australia	370	377	618	350	637	612	670	517
Cook Islands	0	0	0	0	0	0	0	0
Fiji	45	11	0	0	31	27	0	0
Kiribati				0				0
Marshall Islands	...	...	...	0	...	...	...	0
FSM	...	...	...	0	...	...	...	0
Nauru	...	...	...	0	...	...	...	0
New Zealand	20	13	27	16	52	23	18	23
Niue	...	...	...	0	...	...	...	0
Palau	0	0	0	0	0	0	0	0
Papua New Guinea	...	5	...	...	...	25	...	...
Samoa	...	...	...	0	...	...	...	0
Solomon Islands	0	0	...	0	0	0	...	0
Tonga	0	0	0	0	0	0	0	0
Tuvalu	...	...	...	0	...	...	...	0
Vanuatu	...	...	...	...	...	...	...	...
South Asia								
Bangladesh	10,735	6,767	...	0	2,149	2,013	...	0
Bhutan	0	0	0	0	0	0	0	0
India	50,735	20,639	17,084	58,986	92,205	135,282	81,624	113,982
Maldives	35	79	7	13	42	118	44	33
Nepal	...	959	475	...	...	790	970	...
Sri Lanka	...	128	233	170	...	716	866	167
Southeast Asia								
Brunei Darussalam	...	...	...	0	...	1	3	3
Cambodia	1	3	4	23	1	2	4	7
Indonesia	11,541	14,737	12,332	23,175	23,400	14,354	16,995	16,165
Lao PDR	...	...	...		...	...	...	
Malaysia	169	209	540	271	799	786	1,102	1,009
Philippines	1	0	...	...	1	0	...	...
Singapore	...	...	...	...	...	...	...	...
Thailand	...	...	1,375	...	...	...	1,539	...
Timor-Leste	0	0	0	0	0	0	0	0
Viet Nam	...	54	67	70	...	34	73	27

... = no data at cutoff date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Data reported by the Republic of Korea are for the Tax Tribunal only and exclude the Board of Audit and Inspection.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Table A.75: Disputes—Independent Reviews by Higher Appellate Court, FYs 2019–2022

Region/Economy	Total Number of Tax Cases Resolved				Number Resolved in Favor of Revenue Body [a]			
	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia								
Armenia	25	183	223	1,212	2	73	59	154
Azerbaijan	78	53	72	169	18	52	64	32
Georgia	159	361	356	335	84	200	274	275
Kazakhstan	5	537	687	332	...	329	50	77
Kyrgyz Republic	83	841	...	77	81	613	...	68
Pakistan	...		163	897	...	130	129	161
Tajikistan	55	66	45	5	36	47	28	4
Uzbekistan	2,003	...	...	...	1,639	...	...	...
East Asia								
PRC	...	...	...	...	...	...	...	...
Hong Kong, China	3	4	1	8	0	0	1	0
Japan	76	82	90	99	74	78	87	91
Korea, Rep. of	2,456	2,542	2,631	1,325	739[b]	693[b]	728	724
Mongolia	71	58	100	108	34	45	93	92
Taipei,China	...	377	255	348	...	356	236	341
Pacific								
Australia	27	24	32	50	9	20	17	39
Cook Islands	1	0	0	0	1	0	0	0
Fiji	18	6	4	0	...	6	4	0
Kiribati				0				0
Marshall Islands	...	...	...	0	...	...	...	0
FSM	...	...	...	0	...	...	...	0
Nauru	0	0	0	0	0	0	0	0
New Zealand	2	8	4	2	1	7	2	2
Niue	...	...	...	0	...	...	...	0
Palau	0	0	0	0	0	0	0	0
Papua New Guinea	...	1	...	...	...	1	...	...
Samoa	...	0	0	0	...	0	0	0
Solomon Islands	...	1	...	0	...	1	...	0
Tonga	...	0	0	0	...	0	0	0
Tuvalu	...	...	...	0	...	...	...	0
Vanuatu	...	0	1	...	...	0	1	...
South Asia								
Bangladesh	4,957	...	...	28,454	4,535	...	...	12,748
Bhutan	...	...	5	11	...	...	0	9
India	...	11,052	5,409	10,109	...	868	2,383	3,343
Maldives	2	18	48	37	0	10	14	18
Nepal	...	...	...	...	...	...	...	...
Sri Lanka	...	15	14	39	...	12	10	27
Southeast Asia								
Brunei Darussalam	...	...	0	0	...	0	0	0
Cambodia	0	0	0	1	0	0	0	1
Indonesia	2,523	8,388	15,823	12,178	614	3,616	11,064	5,698
Lao PDR	...	...	...		...	...	...	
Malaysia	21	15	82		10	11	31	
Philippines	85	184	151	...	39	178	102	...
Singapore	3	5	4	3	2	4	3	2
Thailand	...	...	...	...	...	...	...	...
Timor-Leste	1	0	0	1	0	0	0	1
Viet Nam	...	6	28	28	...	0	14	15

... = no data at cutoff date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Cases resolved in favor of revenue body are those where it has been successful in more than 50% of the issue(s) contested in each case.

[b] Case volumes reported refer only to those where the revenue body was 100% successful on issues contested.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Table A.76: Dispute Resolution—Performance Indicators, FYs 2019–2022

	Internal Reviews by Revenue Body: Case Inventory Turnover Rates[a]			Reviews by Higher Appellate Court: Cases Resolved in Favor of Revenue Body[b] (% of total resolved)			
Region/Economy	FY2020	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia							
Armenia	36.0	25.1	13.0	8.0	39.9	26.5	12.7
Azerbaijan	1.7	1.1	21.7	23.1	98.1	88.9	18.9
Georgia	14.5	35.6	41.2	52.8	55.4	77.0	82.1
Kazakhstan	...	...	40.0	0.0	61.3	7.3	23.2
Kyrgyz Republic	...	...	8.2	97.6	73.0	...	88.3
Pakistan	2.1	2.0	1.0	...	...	79.1	17.9
Tajikistan	4.0	...	...	65.5	71.2	62.2	80.0
Uzbekistan	22.3	76.7	42.6	81.8	...	...	....
East Asia							
PRC	5.0	5.3	4.8	...	...	...	...
Hong Kong, China	1.5	2.0	2.3	0.0	0.0	100.0	0.0
Japan	1.5	1.3	1.3	97.4	95.1	96.7	91.9
Korea, Rep. of	5.7	3.3	4.4	30.1	27.3	27.7	54.6
Mongolia	2.5	2.2	(0.4)	47.9	77.6	93.0	85.2
Taipei,China	2.3	4.6	4.2	...	94.4	92.5	98.0
Pacific							
Australia	3.4	5.3	4.7	33.3	83.3	53.1	78.0
Cook Islands	2.0	0.0	2.0	100.0	0.0	...	...
Fiji	96.6	203.7	...	...	100.0	100.0	...
Kiribati	...	...	...	...	...	...	
Marshall Islands	...	...	...	...	...	...	
FSM	...	...	...	...	...	...	...
Nauru	...	...		0	0		
New Zealand	5.5	6.7	6.0	50.0	87.5	50.0	100.0
Niue	...	...	...	...	...	...	
Palau	...	2.0		...	0	...	...
Papua New Guinea	...	...	...	...	100.0	...	...
Samoa	...	...	...	...	0	...	...
Solomon Islands	...	...	...	...	100.0	...	...
Tonga	2.8	...	...	...	0	...	...
Tuvalu	...	...	...	...		...	...
Vanuatu	...	...	...	...	0.0	100.0	...
South Asia							
Bangladesh	3.7	...	...	91.5	...	...	44.8
Bhutan	...	...	...	...	...	...	81.8
India	0.2	0.1	0.1	...	7.9	44.1	33.1
Maldives	4.3	2.5	2.2	0.0	55.6	29.2	48.6
Nepal	...	0.6	0.5	...	...	...	...
Sri Lanka	...	2.8	1.0	...	80.0	71.4	69.2
Southeast Asia							
Brunei Darussalam	...	...	(0.9)	...	0	...	...
Cambodia	...	0.6	0.2	0	0	...	100.0
Indonesia	2.1	0.7	3.9	24.3	43.1	69.9	46.8
Lao PDR	...	...	....	...	...	...	...
Malaysia	1.7	1.8	1.6	47.6	73.3	37.8	...
Philippines	1.2	...	...	45.9	96.7	67.5	...
Singapore	...	...	...	66.7	80.0	75.0	66.7
Thailand	0.8	0.8	1.0	...	...	...	...
Timor-Leste	0.8	2.0	...	...	...	...	100.0
Viet Nam	12.5	2.6	4.9	...	0.0	50.0	53.6

... = no data at cutoff date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Inventory case turnover rate = Number of cases completed in FY / Average number of cases at beginning and end of FY.

[b] Cases resolved in favor of revenue body are those where it has been successful in more than 50% of the issue(s) contested in each case.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Table A.77: Mandatory Use of Electronic Filing and Payment Arrangements, FY2022

Region/Economy	Mandatory Electronic Filing (most taxpayers)				Mandatory Electronic Payment (most taxpayers)			
	CIT	PIT	EWT	VAT	CIT	PIT	EWT	VAT
Central and West Asia								
Armenia	✓	✓	✓	✓	✓	✓	✓	✓
Azerbaijan	✓	X	X	✓	X	X	X	X
Georgia	✓	✓	✓	✓	✓	✓	✓	✓
Kazakhstan	✓	✓	✓	✓	✓	✓	✓	✓
Kyrgyz Republic	✓	✓	✓	✓	✓	✓	✓	✓
Pakistan	✓	✓	✓	✓	✓	✓	✓	✓
Tajikistan	✓	✓	✓	✓	✓	✓	✓	✓
Uzbekistan	✓	✓	✓	✓	✓	✓	✓	✓
East Asia								
PRC	✓	X	X	X	X	X	X	X
Hong Kong, China	X	X	n.a.	n.a.	X	X	n.a.	n.a.
Japan	X	X	X	X	X	X	X	X
Korea, Rep. of	✓	X	X	X	X	X	X	X
Mongolia	✓	✓	✓	✓	✓	✓	✓	✓
Taipei,China	X	X	X	X	X	X	X	X
Pacific								
Australia	✓	X	X	X	X	X	X	X
Cook Islands	✓	X	X	X	X	X	X	X
Fiji	✓	✓	...	✓	X	X	X	X
Kiribati	✓	X	X	X	X	X	X	X
Marshall Islands	✓	X	X	n.a.	X	X	X	n.a.
FSM	✓	X	X	n.a.	X	X	X	n.a.
Nauru	✓	X	X	n.a.	X	X	X	n.a.
New Zealand	X	X	X	X	X	X	X	X
Niue	✓	X	X	n.a.	X	X	X	n.a.
Palau	✓	X	X	n.a.	X	X	X	n.a.
Papua New Guinea	✓	X	X	X	✓	✓	✓	✓
Samoa	✓	X	X	X	X	X	X	X
Solomon Islands	✓	X	X	n.a.	X	X	X	n.a.
Tonga	✓	X	X	X	X	X	X	X
Tuvalu	✓	X	X	X	X	X	X	X
Vanuatu	n.a.	n.a.	n.a.	X	n.a.	n.a.	n.a.	X
South Asia								
Bangladesh	X	X	X	X	X	X	X	X
Bhutan	✓	✓	✓	n.a.	✓	✓	✓	n.a.
India	✓	✓	✓	✓	✓	✓	✓	✓
Maldives	✓	✓	✓	✓	✓	✓	✓	✓
Nepal	✓	X	✓	X	✓	X	✓	X
Sri Lanka	✓	X	X	X	X	X	X	X
Southeast Asia								
Brunei Darussalam	✓	n.a	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Cambodia	X	X	X	X	X	X	X	X
Indonesia	✓	X	✓	✓	✓	X	✓	✓
Lao PDR	✓	✓	✓	✓	✓	✓	✓	✓
Malaysia	✓	✓	X	n.a.	X	X	X	n.a.
Singapore	✓	X	X	✓	X	X	X	X
Thailand	✓	X	X	X	X	X	X	X
Timor-Leste	✓	✓	✓	n.a.	✓	✓	✓	n.a.
Viet Nam	✓	✓	✓	✓	✓	✓	✓	✓

... = no data at cut-off date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, CIT = corporate income tax, EWT = employer withholding tax, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, n.a. = not applicable, PIT = personal income tax, VAT = value-added tax.

Source: ISORA 2023.

Table A.78a: Tax Debt Collection Enforcement Powers, FY2022 (Part 1)

Region/Economy	Powers Available to Revenue Body to Enforce Debt Collection and Frequency of Their Use						
	Grant Extensions of Time	Formulate Payment Arrangements	Collect Debts via Third Parties	Restrict Overseas Travel	Garnishee Wages or Other Property	Close Business/ Withdraw License	Offset Arrears Against Credits
Central and West Asia							
Armenia	◈	n.a.	✓	n.a.	✓	n.a.	✓
Azerbaijan	✓	✓	✓	✓	n.a.	n.a.	✓
Georgia	◈	✓	✓	n.a.	✓	n.a.	✓
Kazakhstan	◈	◈	X	✓	n.a.	n.a.	n.a.
Kyrgyz Republic	◈	✓	✓	✓	✓	n.a.	✓
Pakistan	✓	✓	✓	◈	◈	◈	◈
Tajikistan	◈	◈	✓	X	X	n.a.	X
Uzbekistan	✓	✓	◈	n.a.	n.a.	n.a.	✓
East Asia							
PRC	n.a.	✓	◈	◈	◈	n.a.	✓
Hong Kong, China	✓	✓	✓	X	✓	n.a.	✓
Japan	✓	✓	n.a.	n.a.	✓	n.a.	✓
Korea, Rep. of	◈	✓	✓	◈	✓	◈	◈
Mongolia	✓	✓	◈	◈	✓	X	✓
Taipei,China	◈	◈	✓	◈	◈	◈	✓
Pacific							
Australia	✓	✓	◈	◈	◈	n.a.	✓
Cook Islands	✓	✓	◈	◈	◈	n.a.	✓
Fiji	✓	✓	◈	✓	◈	◈	✓
Kiribati	◈	✓	◈	◈	◈	X	✓
Marshall Islands	◈	◈	◈	n.a.	◈	X	✓
FSM	✓	✓	◈	n.a.	◈	n.a.	◈
Nauru	X	X	◈	X	X	X	◈
New Zealand	✓	✓	✓	◈	✓	n..a	✓
Niue	✓	✓	◈	X	n.a.	X	◈
Palau	✓	✓	X	n.a.	X	X	◈
Papua New Guinea	✓	✓	✓	✓	✓	X	✓
Samoa	✓	✓	✓	n.a.	◈	◈	✓
Solomon Islands	✓	✓	✓	✓	✓	◈	✓
Tonga	✓	✓	✓	◈	✓	◈	✓
Tuvalu	✓	✓	n.a.	X	n.a.	X	◈
Vanuatu	✓	✓	X	X	n.a.	X	◈
South Asia							
Bangladesh	n.a.	n.a.	◈	n.a.	◈	◈	n.a.
Bhutan	✓	✓	X	n.a.	n.a.	◈	n.a.
India	✓	✓	✓	◈	✓	◈	✓
Maldives	◈	✓	✓	n.a.	X	◈	✓
Nepal	◈	◈	◈	◈	◈	◈	◈
Sri Lanka	✓	✓	◈	X	X	X	✓
Southeast Asia							
Brunei Darussalam	◈	✓	n.a.	n.a.	n.a.	n.a.	◈
Cambodia	✓	✓	...	...	...	...	...
Indonesia	✓	✓	n.a.	✓	✓	n.a.	✓
Lao PDR	n.a.	✓	✓	n.a.	n.a.	✓	◈
Malaysia	◈	✓	✓	✓	◈	n.a.	✓
Singapore	✓	✓	✓	✓	◈	n.a.	✓
Thailand	n.a.	✓	✓	◈	◈	n.a.	✓
Timor-Leste	✓	✓	✓	X	✓	✓	✓
Viet Nam	✓	✓	✓	✓	✓	n.a.	✓

... = no data at cutoff date, X = power exists but never used, ◈ = power used infrequently, ✓ = power is used frequently, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, n.a. = power does not exist/ not applicable.

Source: ISORA 2023.

Table A.78b: Tax Debt Collection Enforcement Powers, FY2022 (Part 2)

Region/Economy	Powers Available to Revenue Body to Enforce Debt Collection and Frequency of Their Use						
	Obtain Lien over Assets	Withhold Government Payments	Require TCC in Bids for Government Contracts	Deny Certain Government Services	Impose Liability on Directors	Publicize Names of Debtors	Initiate Bankruptcy/ Liquidation
Central and West Asia							
Armenia	✓	n.a.	✓	n.a.	✓	◈	✓
Azerbaijan	✓	✓	✓	n.a.	◈	n.a.	◈
Georgia	✓	n.a.	✓	n.a.	n.a.	◈	X
Kazakhstan	◈	n.a.	n.a.	n.a.	◈	n.a.	✓
Kyrgyz Republic	n.a.	◈	X	✓	✓	✓	✓
Pakistan	✓	✓	◈	✓	✓	n.a.	◈
Tajikistan	◈	◈	X	X	X	◈	X
Uzbekistan	◈	n.a.	✓	n.a.	n.a.	✓	✓
East Asia							
PRC	◈	n.a.	n.a.	✓	n.a.	✓	n.a.
Hong Kong, China	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	X
Japan	n.a.	n.a.	✓	n.a.	◈	n.a.	n.a.
Korea, Rep. of	◈	n.a.	✓	◈	✓	◈	X
Mongolia	✓	✓	✓	n.a.	◈	X	n.a.
Taipei,China	◈	◈	n.a.	n.a.	◈	◈	◈
Pacific							
Australia	◈	n.a.	✓	n.a.	◈	◈	◈
Cook Islands	n.a.	◈	n.a.	n.a.	X	n.a.	◈
Fiji	✓	◈	✓	◈	◈	◈	◈
Kiribati	n.a.	✓	✓	n.a.	◈	n.a.	X
Marshall Islands	X	✓	✓	n.a.	X	X	X
FSM	X	◈	✓	n.a.	X	n.a.	◈
Nauru	X	X	X	X	n.a.	n.a.	X
New Zealand	◈	n.a.	◈	n.a.	◈	◈	✓
Niue	◈	X	X	n.a.	X	n.a.	X
Palau	X	X	✓	n.a.	X	n.a.	◈
Papua New Guinea	X	✓	✓	X	✓	X	✓
Samoa	◈	◈	✓	n.a.	n.a.	X	◈
Solomon Islands	✓	✓	✓	✓	✓	X	◈
Tonga	X	X	✓	n.a.	X	X	X
Tuvalu	X	✓	✓	n.a.	X	n.a.	x
Vanuatu	X	◈	✓	X	X	X	X
South Asia							
Bangladesh	◈	◈	✓	✓	◈	n.a.	X
Bhutan	◈	X	✓	n.a.	n.a	X	X
India	X	✓	◈	✓	✓	◈	✓
Maldives	X	◈	✓	◈	n.a.	✓	X
Nepal	◈	✓	✓	X	◈	✓	X
Sri Lanka	◈	✓	◈	X	✓	X	X
Southeast Asia							
Brunei Darussalam	n.a.	n.a.	✓	n.a.	n.a.	n.a.	n.a.
Cambodia	...	...	...	...	...	✓	...
Indonesia	✓	n.a.	✓	X	✓	n.a.	n.a.
Lao PDR	◈	◈	✓	◈	◈	◈	✓
Malaysia	◈	◈	✓	n.a.	✓	n.a.	✓
Singapore	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	◈
Thailand	◈	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Timor-Leste	X	X	✓	X	X	n.a.	X
Viet Nam	✓	n.a.	n.a.	n.a.	✓	✓	✓

... = no data at cutoff date, ◈ = power is used infrequently, ✓ = power is used frequently, X = power exists but is never used, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, n.a. = power does not exist/not applicable, TCC = tax clearance certificate.

Source: ISORA 2023.

Table A.78c: Tax Debt Collection Enforcement Powers, FY2022 (Part 3)

Region/Economy	Powers Available to Revenue Body to Enforce Debt Collection and Frequency of Their Use					
		Enforce Payment of Disputed Debt		Incentives for Taxpayers		
	Remit Interest/ Penalties	Administrative Review in Course	Judicial Review in Course	Reduced Penalties	Reduced Interest	Agreements With Other Tax Bodies
Central and West Asia						
Armenia	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Azerbaijan	◈	◈	◈	◈	n.a.	n.a.
Georgia	◈	n.a.	n.a.	n.a.	n.a.	n.a.
Kazakhstan	✓	◈	n.a.	✓	✓	✓
Kyrgyz Republic	✓	n.a.	n.a.	X	✓	n.a.
Pakistan	✓	◈	◈	◈	n.a.	◈
Tajikistan	◈	X	◈	n.a.	n.a.	n.a.
Uzbekistan	✓	n.a.	n.a.	n.a.	n.a.	n.a.
East Asia						
PRC	◈	✓	✓	◈	n.a.	X
Hong Kong, China	✓	✓	✓	n.a.	n.a.	n.a.
Japan	◈	n.a.	◈	n.a.	✓	◈
Korea, Rep. of	◈	◈	◈	◈	◈	✓
Mongolia	✓	✓	✓	n.a.	n.a.	✓
Taipei,China	◈	◈	◈	◈	n.a.	n.a.
Pacific						
Australia	✓	◈	◈	✓	✓	◈
Cook Islands	✓	✓	✓	n.a.	n.a.	X
Fiji	✓	✓	✓	✓	X	◈
Kiribati	n.a.	◈	◈	n.a.	n.a.	n.a.
Marshall Islands	◈	n.a.	n.a.	◈	◈	◈
FSM	n.a.	◈	n.a.	n.a.	n.a.	n.a.
Nauru	X	X	X	n.a.	n.a.	X
New Zealand	✓	◈	◈	n.a	n.a.	◈
Niue	X	n.a.	n.a	X	n.a.	X
Palau	✓	◈	◈	n.a.	X	X
Papua New Guinea	✓	✓	✓	✓	n.a.	X
Samoa	◈	X	X	n.a.	n.a.	X
Solomon Islands	✓	◈	X	◈	◈	n.a.
Tonga	✓	✓	◈	◈	X	n.a.
Tuvalu	◈	X	X	n.a.	n.a.	n.a.
Vanuatu	n.a.	n.a.	X	n.a.	n.a.	n.a.
South Asia						
Bangladesh	◈	◈	◈	n.a.	n.a.	n.a.
Bhutan	✓	n.a.	n.a.	✓	✓	X
India	✓	◈	◈	X	X	X
Maldives	✓	n.a.	n.a.	◈	◈	X
Nepal	◈	X	X	◈	◈	◈
Sri Lanka	◈	X	✓	◈	X	X
Southeast Asia						
Brunei Darussalam	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Cambodia	...	...	...	...	...	...
Indonesia	◈	n.a.	✓	◈	◈	X
Lao PDR	✓	✓	✓	◈	◈	✓
Malaysia	◈	✓	✓	◈	◈	X
Singapore	✓	✓	✓	✓	n.a.	n.a.
Thailand	✓	✓	✓	✓	n.a.	n.a.
Timor-Leste	◈	✓	✓	X	X	X
Viet Nam	✓	✓	✓	n.a.	n.a.	✓

... = no data at cutoff date, X = power exists but is never used, ◈ = power is used rarely, ✓ = power is used frequently, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia, n.a. = power does not exist/ not applicable, .

Source: ISORA 2023.

Table A.79: Verification—Random Audits, FY2022

Region/Economy	Random Audits Used	Purpose of Random Audits: Test Compliance in Targeted Sectors	Enhance Risk Profiling	Produce Tax Gap Estimates	Measure Effects of Audits	Act as General Deterrent	Other
Central and West Asia							
Armenia	✓	✓	✓	✓	✓	✓	✓
Azerbaijan	X	X	X	X	X	X	X
Georgia	✓	✓	✓	✓	✓	✓	✓
Kazakhstan	✓	X	X	X	X	✓	X
Kyrgyz Republic	✓	✓	✓	✓	✓	✓	X
Pakistan	✓	✓	✓	✓	✓	✓	✓
Tajikistan	✓	✓	✓	✓	✓	X	X
Uzbekistan	✓	✓	✓	X	X	X	X
East Asia							
PRC	✓	✓	✓	✓	✓	✓	X
Hong Kong, China	✓	✓	✓	X	X	✓	✓
Japan	✓	✓	X	X	X	X	✓
Korea, Rep. of	✓	X	X	X	X	X	✓
Mongolia	X	X	X	X	X	X	X
Taipei,China	✓	✓	✓	✓	✓	✓	X
Pacific							
Australia	✓	✓	✓	✓	✓	X	X
Cook Islands	✓	✓	X	X	X	✓	X
Fiji	✓	X	X	X	X	✓	X
Kiribati	✓	✓	X	X	X	✓	X
Marshall Islands	✓	✓	X	X	X	✓	X
FSM	✓	X	X	X	X	✓	X
Nauru	✓	✓	✓	X	X	X	X
New Zealand	X	X	X	X	X	X	X
Niue	X	X	X	X	X	X	X
Palau							
Papua New Guinea	✓	✓	✓	✓	✓	✓	X
Samoa	✓	✓	✓	X	X	✓	X
Solomon Islands	✓	X	X	X	X	✓	X
Tonga	✓	✓	X	X	X	✓	X
Tuvalu	✓	...	...	...	...	...	...
Vanuatu	✓	✓	X	X	X	✓	X
South Asia							
Bangladesh	X	X	X	X	X	X	X
Bhutan	✓	✓	✓	✓	X	✓	✓
India	✓	✓	✓	X	X	✓	X
Maldives	X	X	X	X	X	X	X
Nepal	✓	✓	✓	✓	✓	✓	X
Sri Lanka	✓	X	X	X	X	✓	X
Southeast Asia							
Brunei Darussalam	X	X	X	X	X	X	X
Cambodia	X	X	X	X	X	X	X
Indonesia	✓	✓	✓	✓	✓	✓	X
Lao PDR	✓	✓	✓	X	X	✓	X
Malaysia	X	X	X	X	X	X	X
Singapore	✓	✓	✓	X	X	✓	X
Thailand	✓	✓	✓	✓	✓	✓	✓
Timor-Leste	X	X	X	X	X	X	X
Viet Nam	X	X	X	X	X	X	X

... = no data at cutoff date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.80: Verification Checks and Processes, FY2022

Region/Economy	Automated Compliance Checks (based on data matching)		Processes and Criteria for Initiating Audit Interventions				
				Risk Profiling Based on			
	In Use	Automated Messaging to Taxpayers	Specified Processes in Use	Business Rules	Predictive Modeling	Information Cross-Checking	Auditors' Judgment
Central and West Asia							
Armenia	✓	✓	✓	X	✓	✓	X
Azerbaijan	X	X	✓	✓	✓	✓	✓
Georgia	X	X	✓	✓	✓	✓	✓
Kazakhstan	X	X	X	X	X	X	X
Kyrgyz Republic	✓	X	✓	X	✓	X	X
Pakistan	X	X	X	X	X	X	X
Tajikistan	X	X	✓	✓	✓	✓	...
Uzbekistan	...	...	✓	✓	✓	✓	X
East Asia							
PRC	✓	✓	✓	✓	✓	✓	✓
Hong Kong, China	X	X	✓	✓	✓	✓	✓
Japan	X	X	✓	✓	✓	✓	✓
Korea, Rep. of	X	X	✓	X	X	✓	X
Mongolia	✓	✓	✓	✓	✓	✓	X
Taipei,China	✓	X	✓	✓	✓	✓	✓
Pacific							
Australia	✓	✓	✓	✓	✓	✓	✓
Cook Islands	X	X	✓	X	X	✓	✓
Fiji	X	X	✓	✓	X	✓	✓
Kiribati	X	X	✓	X	X	✓	✓
Marshall Islands	X	X	✓	✓	X	✓	✓
FSM	X	X	✓	X	X	X	✓
Nauru	X	X	✓	X	X	✓	✓
New Zealand	✓	✓	✓	✓	✓	✓	✓
Niue	X	X	X	X	X	X	X
Palau	X	X	✓	X	X	✓	✓
Papua New Guinea	X	X	✓	✓	X	✓	✓
Samoa	X	X	✓	X	X	X	✓
Solomon Islands	X	X	✓	X	X	✓	✓
Tonga	X	X	✓	✓	X	✓	✓
Tuvalu	X	X	✓	X	X	✓	✓
Vanuatu	X	X	✓	X	X	✓	✓
South Asia							
Bangladesh	X	X	✓	X	X	✓	X
Bhutan	X	X	✓	✓	X	✓	✓
India	✓	✓	✓	✓	✓	✓	✓
Maldives	X	X	✓	✓	X	✓	X
Nepal	X	X	✓	X	X	✓	✓
Sri Lanka	X	X	✓	X	X	✓	✓
Southeast Asia							
Brunei Darussalam	X	X	✓	✓	X	✓	X
Cambodia	✓	X	✓	✓	✓	✓	✓
Indonesia	X	X	✓	✓	X	✓	✓
Lao PDR	X	X	✓	X	X	✓	✓
Malaysia	X	X	✓	...	...	✓	...
Singapore	✓	✓	✓	✓	✓	✓	✓
Thailand	X	X	✓	✓	✓	✓	✓
Timor-Leste	X	X	✓	✓	✓	✓	✓
Viet Nam	X	X	✓	✓	X	X	X

... = no data at cutoff date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.81: Administrative Sanctions for Nondisclosure and Voluntary Disclosures, FY2022

Region/Economy	Selected Features of Administrative Sanctions Regime for Nondisclosure						
						Voluntary Disclosures	
	Sanctions Can Be Applied	Common Framework for Main Taxes	Taxpayers' Culpability Considered	Penalties Can Be Reduced if Justified	Offenders Details Publishable	Revenue Can Reduce Penalties	Revenue Can Reduce Interest
Central and West Asia							
Armenia	✓	X	✓	X	X	X	X
Azerbaijan	✓	✓	X	X	X	X	X
Georgia	✓	✓	✓	✓	✓	✓	✓
Kazakhstan	X	X	X	X	X	X	✓
Kyrgyz Republic	X	X	X	X	X	X	X
Pakistan	X	X	X	X	X	✓	X
Tajikistan	✓	✓	✓	✓	✓	✓	✓
Uzbekistan	✓	✓	X	✓	✓	✓	X
East Asia							
PRC	✓	✓	✓	✓	✓	✓	X
Hong Kong, China	✓	✓	✓	✓	X	✓	✓
Japan	✓	✓	✓	✓	X	✓	✓
Korea, Rep. of	X	X	X	X	X	X	X
Mongolia	✓	✓	X	X	X	X	X
Taipei,China	✓	✓	✓	✓	✓	✓	X
Pacific							
Australia	✓	✓	✓	✓	X	✓	✓
Cook Islands	✓	✓	✓	✓	✓	✓	X
Fiji	✓	✓	X	✓	✓	✓	X
Kiribati	✓	✓	X	X	X	X	X
Marshall Islands	✓	✓	X	✓	X	X	X
FSM	✓	✓	X	X	X	X	X
Nauru	✓	✓	✓	✓	X	✓	X
New Zealand	✓	✓	✓	✓	X	✓	✓
Niue	X	X	X	X	X	✓	✓
Palau	✓	✓	✓	✓	✓	✓	✓
Papua New Guinea	✓	✓	✓	✓	X	X	X
Samoa	✓	✓	✓	✓	✓	✓	X
Solomon Islands	✓	✓	✓	✓	X	✓	✓
Tonga	✓	✓	✓	✓	X	✓	X
Tuvalu	✓	✓	✓	✓	X	✓	✓
Vanuatu	✓	✓	X	✓	✓	✓	X
South Asia							
Bangladesh	✓	✓	✓	X	X	X	X
Bhutan	✓	✓	✓	✓	X	✓	✓
India	✓	✓	✓	✓	✓	✓	✓
Maldives	✓	✓	✓	✓	✓	✓	✓
Nepal	✓	✓	✓	X	X	X	X
Sri Lanka	✓	X	✓	✓	X	X	X
Southeast Asia							
Brunei Darussalam	X	X	X	X	X	X	X
Cambodia	...	...	...	...	...	...	...
Indonesia	✓	✓	✓	✓	X	✓	✓
Lao PDR	✓	✓	✓	X	✓	X	X
Malaysia	✓	✓	✓	✓	X	✓	X
Singapore	✓	✓	✓	✓	X	✓	X
Thailand	X	X	X	X	X	✓	X
Timor-Leste	✓	✓	✓	✓	X	✓	✓
Viet Nam	✓	✓	✓	✓	✓	X	X

... = no data at cutoff date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.82: Service Channels for Taxpayer Registration Purposes, FY2022

Region/Economy	Types of Channels Available for Taxpayer Registration Purposes[a]						Channels Available (no.)
	Online	Telephone	Email	Mail	In-Person	Other	
Central and West Asia							
Armenia	✓	X	X	X	✓	X	2
Azerbaijan	✓	X	X	X	✓	✓	3
Georgia	✓	X	X	X	✓	✓	3
Kazakhstan	✓	✓	X	✓	X	X	3
Kyrgyz Republic	✓	✓	X	✓	✓	X	4
Pakistan	✓	X	X	X	✓	✓	3
Tajikistan	✓	✓	✓	✓	✓	✓	6
Uzbekistan	✓	✓	✓	✓	✓	✓	6
East Asia							
PRC	✓	X	X	X	✓	X	2
Hong Kong, China	✓	✓	✓	✓	✓	✓	6
Japan	✓	✓	✓	✓	✓	✓	6
Korea, Rep. of	✓	X	X	X	✓	X	2
Mongolia	✓	✓	✓	✓	✓	X	5
Taipei,China	✓	✓	✓	✓	✓	✓	6
Pacific							
Australia	✓	✓	X	✓	✓	X	4
Cook Islands	X	X	✓	✓	✓	X	3
Fiji	✓	X	X	X	✓	✓	3
Kiribati	X	X	✓	✓	✓	X	3
Marshall Islands	X	✓	✓	X	✓	X	3
FSM	X	X	✓	✓	✓	X	3
Nauru	X	X	✓	X	✓	X	2
New Zealand	✓	✓	✓	✓	✓	X	5
Niue	X	X	✓	✓	✓	X	3
Palau	X	X	✓	✓	✓	X	3
Papua New Guinea	X	X	✓	✓	✓	✓	4
Samoa	X	X	✓	✓	✓	✓	4
Solomon Islands	X	X	✓	✓	✓	X	3
Tonga	X	X	✓	X	✓	X	2
Tuvalu	X	X	✓	X	✓	X	2
Vanuatu	X	X	✓	✓	✓	X	3
South Asia							
Bangladesh	✓	X	X	X	X	X	1
Bhutan	✓	✓	✓	✓	✓	✓	6
India	✓	✓	✓	✓	✓	X	5
Maldives	✓	X	✓	✓	✓	X	4
Nepal	✓	X	X	X	✓	X	2
Sri Lanka	✓	X	✓	✓	✓	✓	5
Southeast Asia							
Brunei Darussalam	✓	✓	✓	X	✓	X	4
Cambodia	✓	X	X	X	✓	X	2
Indonesia	✓	X	X	✓	✓	X	3
Lao PDR	✓	✓	✓	✓	✓	X	5
Malaysia	✓	X	X	X	✓	X	2
Singapore	✓	✓	✓	✓	✓	✓	6
Thailand	✓	X	✓	✓	✓	X	4
Timor-Leste	X	X	✓	✓	✓	X	3
Viet Nam	✓	✓	✓	✓	✓	X	5

... = no data at cutoff date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] The registration channels specified may not be available for all tax types or taxpayer segments.

Source: ISORA 2023.

Table A.83a: Service Contacts (number by channel type), FYs 2019–2022 (Part 1)

Region/Economy	Incoming Service Contacts Monitored	Service Channels (no. of contacts by channel type)					
		Online via Taxpayer's Account				Digital Assistance	
		FY2019	FY2020	FY2021	FY2022	FY2019	FY2020
Central and West Asia							
Armenia	✓	44	288	632	2,022	1,105	2,010
Azerbaijan	✓	....	6,763	9,797	...	....	...
Georgia	✓	232,832	542,040	254,996	1,059,120	...	8,259
Kazakhstan	X	...	...	...	...	122,762	...
Kyrgyz Republic	X	...	...	...	...	...	...
Pakistan	✓	...	...	...	100,000	...	...
Tajikistan	✓	0	...	...	...	895	490
Uzbekistan	✓	600,000	998,896	17,366	10,519	0	652
East Asia							
PRC	✓	...	...	...		10,094,000	16,360,000
Hong Kong, China	✓	4,350,789	7,185,617	6,129,817	6,270,046	0	0
Japan	✓	...	...	...	...	...	370,000
Korea, Rep. of	✓	360,210	470,846	496,052	329,775	...	...
Mongolia	✓	...	107,269	904,471	1,172,536	...	...
Taipei,China	✓	...	...	...	1,522,856	...	...
Pacific							
Australia	✓	...	...	...	...	1,460,000	2,212,000
Cook Islands	✓	...	...	...	...	...	...
Fiji	✓	...	46,000	17,982	...	...	...
Kiribati	X	...	...	...	...	...	...
Marshall Islands	X	...	...	...	...	...	...
FSM	X	...	...	...	...	...	...
Nauru	X	...	...	...	...	...	...
New Zealand	✓	27,034,000	30,614,000	26,691,135	25,223,524	...	...
Niue	X	...	...	...	...	...	...
Palau	X	...	...	...	...	...	...
Papua New Guinea	X	...	...	...	...	...	...
Samoa	X	4	...	...	...	...	...
Solomon Islands	X	4,700	6,000	...	...	800	680
Tonga	X	35	...	...	...	...	...
Tuvalu	X	...	...	...	...	...	...
Vanuatu	X	...	...	...	...	...	...
South Asia							
Bangladesh	X	...	...	...	...	...	....
Bhutan	X	...	...	...	...	...	...
India	✓	24,278	14,387	6,271	45,564	68,881	19,580
Maldives	✓	0	0	0	0	...	8,691
Nepal	✓	...	...	1,468,522	2,254,484	...	...
Sri Lanka	✓	0	0	0	0	0	0
Southeast Asia							
Brunei Darussalam	✓	0	0	0	...	0	0
Cambodia	✓	11,480	0	0	0	0	19,531
Indonesia	✓	0	...	19,522,355	...	95,187	259,894
Lao PDR	X	...	...	...	...	...	...
Malaysia	✓	211,600	171,660	200,266	143,963	33,051	290,288
Philippines	✓	41,902	...	...	...	...	...
Singapore	✓	16,249,000	19,862,000	36,113,000	38,968,000	389,860	511,746
Thailand	✓	...	...	3,888,095	3,550,173	...	5,174,182
Timor-Leste	X	...	...	5	...	2,426	...
Viet Nam	X	...	...	...	...	...	...

... = no data at cutoff date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Sources: ISORA 2020, ISORA 2021, ISORA 2022; Japan's National Tax Agency Annual Report 2020.

Table A.83b: Service Contacts (number by channel type), FYs 2019–2022 (Part 2)

	Service Channels (no. of contacts by channel type)					
	Digital Assistance *(contd.)*		Telephone Calls			
Region/Economy	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia						
Armenia	980	1,130	250,253	261,735	224,516	242,030
Azerbaijan	...	...	674,162	...	...	...
Georgia	35,806	96,321	351,447	387,602	427,816	682,970
Kazakhstan	...	...	300,815	...	...	...
Kyrgyz Republic	...	...	80,793	...	2,124	...
Pakistan	...	1,000	...	366,713	...	100,000
Tajikistan	410	342	33,827	25,285	21,124	22,772
Uzbekistan	12,170	2,026	7,000	7,464	2,977	2,883
East Asia						
PRC	21,499,600	34,487,200	62,669,000	67,010,000	68,504,400	83,143,400
Hong Kong, China	0	59,549	1,505,263	1,756,566	1,902,722	1,447,829
Japan	4,830,000	4,830,000	5,440,000	5,110,000	5,820,000	5,570,000
Korea, Rep. of	155,817	...	4,447,000	4,342,000	3,983,119	3,862,851
Mongolia	4,700	2,022	368,019	...	371,163	226,021
Taipei,China	...	787,544	...	...	...	115,697
Pacific						
Australia	2,038,645	1,345,983	7,811,000	9,971,000	8,195,637	7,550,764
Cook Islands	...	...	...	...	...	...
Fiji	1,040	...	...	7,368	39,952	57,153
Kiribati	...	...	...	...	...	...
Marshall Islands	...	...	...	...	...	...
FSM	...	...	...	...	...	...
Nauru	...	...	...	...	...	...
New Zealand	...	....	4,349,000	4,106,000	2,165,183[a]	2,028,414
Niue	...	...	...	...	...	...
Palau	...	...	...	...	...	...
Papua New Guinea	...	...	...	...	...	...
Samoa	...	...	2,180	...	...	...
Solomon Islands	...	...	...	...	...	...
Tonga	...	...	197	...	...	...
Tuvalu	...	...	...	...	...	...
Vanuatu	...	...	...	...	...	...
South Asia						
Bangladesh	...	...	...	...	...	...
Bhutan	...	...	...	...	...	...
India	28,178	...	1,296,000	1,198,602	1,892,433	388,585
Maldives	3,275	3,252	36,799	30,758	44,027	44,312
Nepal	...	...	...	...	...	...
Sri Lanka	0	0	...	...	48,562	44,362
Southeast Asia						
Brunei Darussalam	0	0	...	5,000	5,000	3,000
Cambodia	53,533	43,838	...	...	...	...
Indonesia	403,030	...	702,999	471,686	252,302	343,327
Lao PDR	...	...	...	...	...	...
Malaysia	337,274	261,531	499,507	433,497	353,457	263,683
Philippines	266,654	...	75,160	51,181	26,220	...
Singapore	773,000	788,000	904,287	770,676	928,000	641,000
Thailand	294,419	152,720	377,173	383,483	360,887	309,335
Timor-Leste	...	...	...	...	29	...
Viet Nam	...	...	...	300,000[a]	...	...

... = no data at cutoff date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Estimated volume

Sources: ISORA 2020, ISORA 2021, ISORA 2022; Japan's National Tax Agency Annual Report 2020.

Table A.83c: Service Contacts (number by channel type), FYs 2019–2022 (Part 3)

Region/Economy	Service Channels (no. of contacts by channel)					
	Email Contacts				Mail/Post Service Contacts	
	FY2019	FY2020	FY2021	FY2022	FY2019	FY2020
Central and West Asia						
Armenia	404	2,641	1,899	13,819	443	758
Azerbaijan	...	...	...		...	...
Georgia	12,429	46,236	29,909	18,898	21,246	28,167
Kazakhstan	111,084	...	...	...	104,256	...
Kyrgyz Republic	41	...	21	311	21,176	...
Pakistan	....	193,721	...	10,000	...	...
Tajikistan	757	692	326	346	27,281	29,346
Uzbekistan	1,500	14,025	315	2,026	400	10,899
East Asia						
PRC	...	...	...	...	...	...
Hong Kong, China	207,991	278,055	417,758	399,698	688,300	695,236
Japan	485	636	688	808	...	...
Korea, Rep. of	...	...	...	0	0	0
Mongolia	...	...	...	26	...	...
Taipei,China	...	...	...	12,182	...	...
Pacific						
Australia	...	271,804	...	...	...	1,279,893
Cook Islands	...	...	...	...	...	...
Fiji	2,314	2,003	13,750	40,746	...	...
Kiribati	...	...	...	...	...	...
Marshall Islands	...	...	...	...	...	...
FSM	...	...	...	...	...	...
Nauru	...	31	...	...	...	...
New Zealand	...	...	1,303,436	1,591,054	306,454	452,876
Niue	...	...	...	...	...	...
Palau	...	...	...	...	...	...
Papua New Guinea	...	...	...	...	...	...
Samoa	1,110	...	...	...	2,910	...
Solomon Islands	30	60	...	...	150	100
Tonga	115	...	...	...	...	...
Tuvalu	...	...	...	...	...	...
Vanuatu	...	...	...	...	...	...
South Asia						
Bangladesh	...	...	...	...	...	...
Bhutan	...	...	...	...	...	...
India	119,263	99,431	108,031	99,792	916,460	930,493
Maldives	3,377	5,785	5,884	5,908	6	0
Nepal	...	...	...	...	...	...
Sri Lanka	...	...	...	...	...	...
Southeast Asia						
Brunei Darussalam	...	5,000	5,000	3,000	...	...
Cambodia	...	...	...	...	...	...
Indonesia	81,408	188,970	61,427	52,547	...	220,556
Lao PDR	...	...	...	...	...	...
Malaysia	40,498	179,782	120,564	73,587	791	0
Philippines	51,353	71,995	180,095	...	24	0
Singapore	473,640	442,246	572,000	465,000	164,810	92,004
Thailand	...	...	...	0	...	...
Timor-Leste	...	...	15	...	...	...
Viet Nam	...	5,000,000[a]	...	...	...	20,000,000[a]

... = no data at cutoff date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] Estimated volume.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023; Japan's National Tax Agency Annual Report 2020.

Table A.83d: Service Contacts (number by channel type), FYs 2019–2022 (Part 4)

	Service Channels (no. of contacts by channel)					
	Mail/Post Contacts (contd.)		In-Person Contacts			
Region/Economy	FY2021	FY2022	FY2019	FY2020	FY2021	FY2022
Central and West Asia						
Armenia	455	1,283	297	501	537	5,063
Azerbaijan	...	...	550,537	1,022	2,049	481,032
Georgia	18,161		313,582	551,330	506,839	433,230
Kazakhstan	...	...	...	...	...	...
Kyrgyz Republic	2,378	...	...	...	...	...
Pakistan	...	2,000,000	...	...	...	100,000
Tajikistan	22,354	25,080	17,273	6,823	6,732	5,191
Uzbekistan	1,126	1,179	40	12,888	1,230	2,770
East Asia						
PRC	...	...	...	...	...	...
Hong Kong, China	849,373	786,552	268,299	251,278	213,560	216,319
Japan	...	...	...	...	...	...
Korea, Rep. of	0	0	...	...	...	...
Mongolia	0	0	...	12,863	7,718	20
Taipei,China	...	1,113,333	...	...	...	8,027,953
Pacific						
Australia	...	...	114,455	89,952	22,193	5,580
Cook Islands	...	...	...	...	...	...
Fiji	...	...	...	3,359	343,786	...
Kiribati	...	...	...	...	...	...
Marshall Islands	...	...	...	...	...	...
FSM	...	...	...	...	...	...
Nauru	...	...	...	121	...	...
New Zealand	332,449	187,637	111,118	208,286	152,291	106,552
Niue	...	...	...	...	...	...
Palau	...	...	...	...	...	...
Papua New Guinea	...	...	...	...	...	...
Samoa	...	...	2,150	751	...	...
Solomon Islands	...	...	650	800	...	...
Tonga	...	...	2,112	...	...	...
Tuvalu	...	...	...	...	...	...
Vanuatu	...	...	...	...	...	...
South Asia						
Bangladesh	...	...	...	...	...	...
Bhutan	...	...	...	...	...	...
India	17,871	1,981	...	...	503	...
Maldives	8	16	15,405	4,952	4,022	3,279
Nepal	...	...	...	...	...	...
Sri Lanka	...	...	...	...	...	...
Southeast Asia						
Brunei Darussalam	...	...	...	...	...	...
Cambodia	...	...	1,834	788	...	...
Indonesia	367,424	...	...	...	6,002,120	...
Lao PDR	...	...	...	...	...	...
Malaysia	0	...	3,504,972	2,529,241	1,905,346	992,782
Philippines	29	...	4,218,518	10,444	15,238	...
Singapore	73,000	66,000	62,491	51,183	13,000	25,000
Thailand	24,807	72,000	...	...	194,991	241,070
Timor-Leste	0	...	...	...	50	...
Viet Nam	...	...	...	125,000,000[a]	...	...

... = no data at cutoff date, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] This is an estimate provided by the revenue body.

Sources: ISORA 2020, ISORA 2021, ISORA 2022, ISORA 2023.

Table A.84: Use of E-Invoice Mechanisms and Other Devices, FY2022

Region/Economy	Mandatory Use of E-Invoice Mechanisms: Obligation Exists	Businesses Affected (where mandatory) for: All Transactions	Businesses Affected (where mandatory) for: Certain Transactions	Other Devices That Register Transactions: Revenue Receives Data	EFDs: Type of Data Transfer	Other Devices: Type of Data Transfer
Central and West Asia						
Armenia	✓	Most businesses	Most businesses	✓	Automatic	X
Azerbaijan	✓	Certain businesses	Certain businesses	✓	Automatic	X
Georgia	✓	X	Most businesses	✓	Automatic	X
Kazakhstan	✓	Most businesses	Most businesses	✓	Automatic	Automatic
Kyrgyz Republic	✓	Most businesses	Most businesses	✓	Automatic	X
Pakistan	✓	Certain businesses	Certain businesses	✓	X	Automatic
Tajikistan	✓	Most businesses	Most businesses	✓	Automatic	X
Uzbekistan	✓	Certain businesses	X	✓	Automatic	X
East Asia						
PRC	✓	Most businesses	Certain businesses	X	X	X
Hong Kong, China	X	X	X	X	X	X
Japan	X	X	X	X	X	X
Korea, Rep. of	✓	Certain businesses	Certain businesses	X	X	X
Mongolia	✓	Most businesses	Most businesses	✓	Automatic	X
Taipei,China	✓	Most businesses	X	✓	On request	Automatic
Pacific						
Australia	X	X	X	X	X	X
Cook Islands	X	X	X	X	X	X
Fiji	✓	Certain businesses	Certain businesses	✓	Automatic	X
Kiribati	X	X	X	X	X	X
Marshall Islands	X	X	X	X	X	X
FSM	X	X	X	X	X	X
Nauru	X	X	X	X	X	X
New Zealand	X	X	X	X	X	X
Niue	X	X	X	X	X	X
Palau	X	X	X	X	X	X
Papua New Guinea	X	X	X	X	X	X
Samoa	✓	Certain businesses	Certain businesses	✓	Automatic	On request
Solomon Islands	X	X	X	X	X	X
Tonga	X	X	X	X	X	X
Tuvalu	X	X	X	X	X	X
Vanuatu	X	X	X	X	X	X
South Asia						
Bangladesh	X	X	X	X	X	X
Bhutan	X	X	X	X	X	X
India	✓	No businesses	Most businesses	X	X	X
Maldives	X	X	X	X	X	X
Nepal	✓	Certain businesses	Certain businesses	X	X	X
Sri Lanka	X	X	X	X	X	X
Southeast Asia						
Brunei Darussalam	X	X	X	X	X	X
Cambodia	X	X	X	X	X	X
Indonesia	✓	Most businesses	Most businesses	✓	Automatic	X
Lao PDR	✓	Most businesses	Most businesses	✓	On request	X
Malaysia	X	X	X	X	X	X
Singapore	X	X	X	X	X	X
Thailand	X	X	X	✓	On request	X
Timor-Leste	✓	Certain businesses	Certain businesses	✓	On request	On request
Viet Nam	✓	Most businesses	Most businesses	✓	X	On request

... = no data at cutoff date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, EFD = electronic fiscal device, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.85: Use of Cooperative Compliance Policies and Innovative Technologies, FY2022

Region/Economy	Use of Cooperative Compliance Policies (by taxpayer segments)			Implementation Status with Use of Innovative Technologies		
	Large	HNWI	Others	Distributed Ledger	Artificial Intelligence	Cloud Technology
Central and West Asia						
Armenia	X	X	X	-	Implementing	Implementing
Azerbaijan	X	X	X	-	Operational	-
Georgia	✓	X	X	Operational	Implementing	Implementing
Kazakhstan	✓	X	X	-	-	-
Kyrgyz Republic	X	X	X	-	-	-
Pakistan	✓	✓	✓	-	-	-
Tajikistan	✓	X	✓	-	-	Operational
Uzbekistan	✓	X	✓	-	-	Implementing
East Asia						
PRC	✓	X	X	Implementing	Implementing	Operational
Hong Kong, China	X	X	X	-	Operational	Operational
Japan	✓	X	X	-	Operational	Operational
Korea, Rep. of	X	X	X	-	Operational	Operational
Mongolia	✓	✓	✓	-	Operational	Operational
Taipei,China	X	X	X	Implementing	Operational	Operational
Pacific						
Australia	✓	X	X	-	Operational	Operational
Cook Islands	X	X	X	-	-	-
Fiji	✓	✓	X	-	-	Operational
Kiribati	X	X	X	-	-	-
Marshall Islands	X	X	X	-	-	-
FSM	X	X	X	-	-	-
Nauru	X	X	X	-	-	-
New Zealand	✓	X	X	-	Implementing	Operational
Niue	✓	X	X	-	-	-
Palau	X	X	X	-	-	-
Papua New Guinea	✓	✓	✓	-	-	Implementing
Samoa	X	X	✓	-	-	Operational
Solomon Islands	X	X	X	-	-	-
Tonga	✓	✓	✓	-	-	-
Tuvalu	✓	X	X	-	-	-
Vanuatu	X	X	X	-	-	-
South Asia						
Bangladesh	X	X	X	-	-	-
Bhutan	X	X	X	-	-	-
India	✓	✓	✓	-	Implementing	Operational
Maldives	X	X	X	-	-	-
Nepal	✓	✓	✓	-	-	-
Sri Lanka	X	X	X	-	-	-
Southeast Asia						
Brunei Darussalam	X	X	X	-	-	-
Cambodia	✓	X	X	-	-	-
Indonesia	✓	✓	✓	-	Operational	-
Lao PDR	✓	✓	✓	-	-	Implementing
Malaysia	✓	X	X	-	-	Operational
Singapore	✓	X	X	-	Operational	Operational
Thailand	✓	X	✓	Operational	Operational	Operational
Timor-Leste	X	X	X	-	-	-
Viet Nam	✓	X	✓	-	Implementing	Operational

... = no data at cut-off date, ✓= relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, HNWI = high net-wealth individual, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.86: Use of Innovative Technologies in Revenue Administration, FY2022

Region/Economy	Status with Use of Innovative Technologies *(contd.)*					
	Data Science/ Analytics	Robotics Process Automation	Application Programming Interfaces	Whole of Government ID System	Digital Authentication Technology	Virtual Assistants
Central and West Asia						
Armenia	Operational	–	Operational	Operational	–	Implementing
Azerbaijan	Operational	Operational	Operational	–	Implementing	Implementing
Georgia	Implementing	Operational	Operational	Implementing	Operational	Implementing
Kazakhstan	–	–	–	Operational	–	Operational
Kyrgyz Republic	Operational	–	Operational	Operational	–	Operational
Pakistan	Implementing	–	Implementing	–	Operational	–
Tajikistan	Implementing	Operational	Operational	–	–	Operational
Uzbekistan	Implementing	Implementing	Operational	Operational	Operational	Implementing
East Asia						
PRC	Operational	–	Operational	–	Operational	Operational
Hong Kong, China	Operational	–	Operational	Operational	Operational	Operational
Japan	Operational	Operational	Operational	Operational	Operational	Operational
Korea, Rep. of	Operational	–	Operational	–	Operational	Operational
Mongolia	Operational	–	–	Operational	–	Operational
Taipei,China	Operational	Operational	Operational	Operational	Operational	Operational
Pacific						
Australia	Operational	Operational	Operational	Operational	Operational	Operational
Cook Islands	Implementing	–	Implementing	–	–	–
Fiji	Operational	–	Operational	–	–	–
Kiribati	–	–	–	–	–	–
Marshall Islands	–	–	–	–	–	–
FSM	–	–	–	–	–	–
Nauru	–	–	–	–	–	–
New Zealand	Operational	Operational	Operational	Operational	Operational	–
Niue	–	–	–	–	–	–
Palau	–	–	–	–	–	–
Papua New Guinea	Implementing	–	–	–	–	–
Samoa	Implementing	–	–	Implementing	Implementing	–
Solomon Islands	–	–	Operational	–	–	–
Tonga	–	–	–	–	–	–
Tuvalu	–	–	–	–	–	–
Vanuatu	–	–	–	–	–	–
South Asia						
Bangladesh	–	–	Operational	–	–	–
Bhutan	–	–	Operational	Operational	–	–
India	Operational	Operational	Operational	–	–	Operational
Maldives	Implementing	–	Operational	–	Operational	–
Nepal	Implementing	–	Operational	–	Operational	Operational
Sri Lanka	–	–	–	–	–	–
Southeast Asia						
Brunei Darussalam	Operational	–	–	–	–	–
Cambodia	–	–	Operational	Implementing	Operational	–
Indonesia	Operational	Operational	Operational	–	–	Operational
Lao PDR	–	–	Operational	–	–	–
Malaysia	Operational	–	Operational	Operational	–	Implementing
Singapore	Operational	Operational	Operational	Operational	Operational	Operational
Thailand	Operational	–	Operational	Operational	Operational	Operational
Timor-Leste	–	–	–	–	–	–
Viet Nam	Implementing	Implementing	Implementing	Operational	Implementing	Implementing

PRC = People's Republic of China, FY = fiscal year, ID = identification, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Source: ISORA 2023.

Table A.87a: Features of Taxpayer Service Delivery and Its Management, FY2022 (Part 1)

Region/Economy	Formal Taxpayer Service and Assistance Strategy		Uses Made of Data Captured on Service Channel Workloads			
	In Place	Published	Encourage Service Adoption	Create Improved Services	Match Demand with Staff	Reduce ICT Service Disruption
Central and West Asia						
Armenia	✓	✓	✓	✓	X	✓
Azerbaijan	X	X	✓	✓	✓	✓
Georgia	✓	✓	✓	✓	✓	✓
Kazakhstan	✓	✓	✓	✓	✓	✓
Kyrgyz Republic	X	X	✓	✓	✓	✓
Pakistan	✓	X	✓	✓	✓	✓
Tajikistan	✓	X	✓	✓	✓	X
Uzbekistan	✓	✓	✓	✓	✓	✓
East Asia						
PRC	✓	X	✓	✓	✓	✓
Hong Kong, China	✓	✓	✓	✓	✓	✓
Japan	✓	✓	✓	✓	X	X
Korea, Rep. of	✓	✓	✓	✓	✓	✓
Mongolia	✓	X	✓	✓	✓	✓
Taipei,China	✓	✓	✓	✓	✓	✓
Pacific						
Australia	✓	✓	X	X	✓	X
Cook Islands	✓	X	✓	X	✓	X
Fiji	✓	✓	✓	✓	✓	✓
Kiribati	✓	✓	X	X	X	X
Marshall Islands	X	X	X	X	X	X
FSM	X	X	X	X	X	X
Nauru	X	X	X	X	X	X
New Zealand	✓	✓	✓	✓	✓	✓
Niue	X	X	X	X	X	X
Palau	X	X	✓	✓	X	X
Papua New Guinea	✓	X	X	✓	✓	X
Samoa	✓	X	X	X	X	X
Solomon Islands	X	X	✓	X	✓	X
Tonga	X	✓	X	X	X	X
Tuvalu	X	X	X	X	X	X
Vanuatu	X	X	X	X	X	X
South Asia						
Bangladesh	X	X	X	X	X	✓
Bhutan	✓	✓	X	X	X	X
India	✓	✓	✓	✓	✓	✓
Maldives	✓	X	X	X	X	✓
Nepal	✓	X	✓	✓	X	✓
Sri Lanka	✓	X	X	X	X	X
Southeast Asia						
Brunei Darussalam	X	X	X	X	X	X
Cambodia	✓	✓	✓	✓	✓	✓
Indonesia	✓	✓	✓	✓	✓	✓
Lao PDR	✓	X	X	X	X	X
Malaysia	✓	✓	✓	✓	✓	✓
Singapore	✓	✓	✓	✓	✓	✓
Thailand	✓	✓	✓	✓	✓	✓
Timor-Leste	✓	X	X	X	X	X
Viet Nam	✓	✓	✓	✓	✓	✓

✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, ICT = information and communication technology, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.87b: Features of Taxpayer Service Delivery and Its Management, FY2022 (Part 2)

Region/Economy	Special Services for Taxpayers with Disabilities	Uses Made of Social Media		Services Provided in Non-Official Languages		Special Services for Digitally Disadvantaged Taxpayers
		Provide Information	Engage Interactively	Telephone Services	Website/ Mobile Apps	
Central and West Asia						
Armenia	✓	✓	✓	✓	✓	X
Azerbaijan	✓	✓	✓	✓	✓	✓
Georgia	✓	✓	✓	✓	✓	✓
Kazakhstan	✓	✓	✓	✓	✓	X
Kyrgyz Republic	✓	✓	✓	X	X	X
Pakistan	X	✓	✓	X	X	X
Tajikistan	X	X	✓	✓	✓	✓
Uzbekistan	✓	✓	✓	✓	✓	X
East Asia						
PRC	✓	✓	✓	✓	✓	✓
Hong Kong, China	✓	X	X	✓	✓	X
Japan	✓	✓	X	✓	✓	✓
Korea, Rep. of	✓	✓	X	✓	✓	✓
Mongolia	X	✓	✓	✓	✓	X
Taipei,China	X	✓	✓	✓	✓	✓
Pacific						
Australia	✓	✓	✓	✓	✓	✓
Cook Islands	✓	✓	X	X	X	X
Fiji	✓	✓	✓	X	X	X
Kiribati	X	✓	X	X	X	X
Marshall Islands	X	X	X	X	X	X
FSM	X	X	X	X	X	X
Nauru	✓	✓	X	X	X	X
New Zealand	✓	✓	✓	✓	X	✓
Niue	X	✓	X	X	X	X
Palau	X	✓	✓	X	✓	X
Papua New Guinea	X	✓	✓	X	✓	X
Samoa	X	✓	✓	✓	✓	X
Solomon Islands	X	X	X	X	X	X
Tonga	X	✓	✓	✓	✓	X
Tuvalu	X	X	X	X	X	X
Vanuatu	X	X	X	X	X	X
South Asia						
Bangladesh	✓	✓	X	X	✓	X
Bhutan	X	✓	✓	X	✓	X
India	✓	✓	✓	✓	✓	✓
Maldives	X	✓	✓	✓	✓	X
Nepal	X	✓	X	X	X	X
Sri Lanka	X	✓	X	✓	✓	✓
Southeast Asia						
Brunei Darussalam	X	✓	✓	X	X	X
Cambodia	✓	✓	✓	✓	✓	✓
Indonesia	✓	✓	✓	X	✓	✓
Lao PDR	✓	X	X	✓	✓	✓
Malaysia	✓	✓	✓	✓	✓	✓
Singapore	✓	✓	✓	✓	X	✓
Thailand	✓	✓	X	X	X	✓
Timor-Leste	X	X	X	X	✓	X
Viet Nam	X	✓	X	X	✓	✓

✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Source: ISORA 2023.

Table A.87c: Features of Taxpayer Service Delivery and Its Management, FY2022 (Part 3)

Region/Economy	Online Services for Taxpayers						
	Tax Calculators	Extension Requests	Tax Payment Arrangements	Secure Communications (by type)	Filing of Tax Objections	Uploading Data Files	Portal: Full Taxpayer View
Central and West Asia							
Armenia	✓	X	X	M, A	✓	✓	X
Azerbaijan	✓	✓	✓	A	✓	✓	✓
Georgia	X	✓	✓	M,A,V	✓	✓	✓
Kazakhstan	✓	✓	✓	M, A	✓	✓	✓
Kyrgyz Republic	✓	X	X	M	✓	✓	✓
Pakistan	X	✓	✓	M	X	X	X
Tajikistan	✓	✓	✓	M	✓	X	X
Uzbekistan	✓	✓	✓	M, A	✓	✓	✓
East Asia							
PRC	X	✓	X	X	✓	✓	X
Hong Kong, China	✓	✓	✓	M, A	✓	✓	✓
Japan	✓	✓	X	M, A, V	✓	✓	✓
Korea, Rep. of	✓	✓	X	X	✓	✓	✓
Mongolia	✓	✓	X	M, A	X	✓	X
Taipei,China	✓	✓	✓	V	✓	✓	✓
Pacific							
Australia	✓	✓	✓	M	✓	✓	X
Cook Islands	X	X	X	X	X	✓	✓
Fiji	✓	✓	✓	M, A	✓	✓	✓
Kiribati	X	X	X	X	X	X	X
Marshall Islands	X	X	X	X	X	X	X
FSM	X	X	X	X	X	X	X
Nauru	X	X	X	X	X	X	X
New Zealand	✓	✓	✓	M	✓	✓	✓
Niue	X	X	X	X	X	X	X
Palau	X	X	X	X	X	X	X
Papua New Guinea	X	X	X	M	X	X	X
Samoa	X	✓	✓	M, A	X	✓	✓
Solomon Islands	X	✓	X	M	✓	✓	✓
Tonga	✓	X	X	X	X	✓	✓
Tuvalu	X	X	X	X	X	X	X
Vanuatu	X	X	X	X	X	X	X
South Asia							
Bangladesh	X	X	X	X	✓	✓	X
Bhutan	✓	✓	✓	X	✓	✓	X
India	✓	✓	✓	M, A, V	✓	✓	✓
Maldives	✓	✓	✓	M, A	✓	✓	X
Nepal	✓	✓	X	X	✓	X	✓
Sri Lanka	✓	X	X	X	X	✓	X
Southeast Asia							
Brunei Darussalam	X	X	X	X	X	✓	X
Cambodia	✓	✓	✓	M, A	✓	✓	✓
Indonesia	✓	✓	✓	M, A, V	✓	✓	✓
Lao PDR	✓	✓	✓	M, A, V	✓	✓	✓
Malaysia	✓	✓	✓	M, A, V	✓	✓	✓
Singapore	✓	✓	✓	M, A, V	✓	✓	✓
Thailand	✓	✓	✓	M, A	✓	✓	✓
Timor-Leste	X	✓	✓	M	✓	✓	X
Viet Nam	✓	✓	✓	M	✓	✓	✓

✓ = relevant, X = not relevant, A = audio calls, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, M = messaging, FSM = Federated States of Micronesia, V = video.

Source: ISORA 2023.

Table A.87d: Features of Taxpayer Service Delivery and Its Management, FY2022 (Part 4)

Region/Economy	Online Services (*contd.*)		Educational/ Business Support Initiatives				
					Free Tax Services for		
	Access to Third-Party Data	Mobile Apps	Children, Youth, Students	New Businesses	Low Income Individuals	New Businesses	Gender Awareness Campaigns
Central and West Asia							
Armenia	X	X	✓	✓	X	✓	X
Azerbaijan	X	X	✓	✓	✓	✓	X
Georgia	✓	X	✓	X	X	X	X
Kazakhstan	✓	✓	✓	✓	X	✓	X
Kyrgyz Republic	X	X	✓	✓	✓	✓	✓
Pakistan	✓	✓	✓	✓	X	X	✓
Tajikistan	X	X	X	X	✓	✓	X
Uzbekistan	✓	✓	✓	X	✓	✓	X
East Asia							
PRC	✓	✓	X	✓	X	✓	X
Hong Kong, China	X	X	X	✓	X	X	X
Japan	X	X	✓	✓	X	✓	X
Korea, Rep. of	✓	✓	✓	✓	✓	✓	X
Mongolia	X	X	✓	✓	X	✓	X
Taipei,China	✓	✓	✓	✓	X	X	X
Pacific							
Australia	✓	✓	✓	✓	✓	✓	X
Cook Islands	X	X	✓	✓	X	X	X
Fiji	✓	X	✓	✓	✓	✓	X
Kiribati	X	X	X	✓	X	X	X
Marshall Islands	X	X	X	✓	X	X	X
FSM	X	X	✓	✓	✓	✓	X
Nauru	X	X	✓	X	X	X	✓
New Zealand	✓	X	✓	✓	✓	✓	X
Niue	X	X	X	✓	...	...	...
Palau	X	X	X	✓	X	X	X
Papua New Guinea	X	X	✓	✓	✓	✓	X
Samoa	X	X	✓	✓	X	X	X
Solomon Islands	X	X	✓	✓	X	X	X
Tonga	X	X	✓	✓	✓	✓	X
Tuvalu	X	X	✓	✓	X	X	X
Vanuatu	X	X	✓	✓	X	X	X
South Asia							
Bangladesh	✓	✓	X	X	X	X	X
Bhutan	X	X	X	X	X	X	X
India	✓	X	✓	✓	✓	✓	X
Maldives	X	✓	✓	✓	✓	✓	X
Nepal	✓	✓	X	✓	X	X	X
Sri Lanka	X	X	X	X	X	X	X
Southeast Asia							
Brunei Darussalam	X	X	X	✓	X	X	X
Cambodia	✓	✓	✓	✓	✓	✓	X
Indonesia	✓	✓	✓	✓	✓	✓	X
Lao PDR	X	X	X	X	✓	✓	✓
Malaysia	X	✓	✓	✓	✓	✓	X
Singapore	✓	X	✓	✓	X	X	X
Thailand	✓	✓	✓	✓	✓	✓	✓
Timor-Leste	X	X	X	✓	✓	✓	X
Viet Nam	✓	✓	✓	✓	✓	✓	X

... = no data at cutoff date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.88: Taxpayers' Rights and Dispute Resolution Mechanisms, FY2022

Region/Economy	Taxpayers' Rights		Mechanisms to Challenge Assessments			
				Independent Review By		
	Set Out in Official Document	Nature of Document	Internal Review by Revenue	External Body	Appellate Court	Internal Review Required First (if available)
Central and West Asia						
Armenia	✓	Law/statute	✓	✓	✓	X
Azerbaijan	✓	Law/statute	✓	✓	✓	X
Georgia	✓	Law/statute	✓	✓	✓	✓
Kazakhstan	✓	Law/statute	✓	✓	✓	X
Kyrgyz Republic	✓	Law/statute	✓	X	✓	✓
Pakistan	✓	Other	✓	✓	✓	✓
Tajikistan	✓	Administrative	✓	✓	✓	✓
Uzbekistan	✓	Law/statute	✓	✓	✓	✓
East Asia						
PRC	✓	X	✓	✓	✓	✓
Hong Kong, China	X	X	✓	✓	✓	✓
Japan	X	X	✓	✓	✓	✓
Korea, Rep. of	✓	Law/statute	✓	✓	✓	X
Mongolia	✓	Law/statute	✓	✓	✓	✓
Taipei,China	✓	Law/statute	✓	✓	✓	✓
Pacific						
Australia	✓	Administrative	✓	✓	✓	✓
Cook Islands	✓	Administrative	✓	X	✓	✓
Fiji	✓	Law/statute	✓	✓	✓	✓
Kiribati	✓	Administrative	✓	✓	✓	✓
Marshall Islands	✓	Law/statute	✓	✓	✓	✓
FSM	✓	Administrative	✓	X	✓	✓
Nauru	✓	Administrative	✓	X	✓	✓
New Zealand	✓	Administrative	✓	✓	✓	✓
Niue	X	X	✓	✓	✓	X
Palau	X	X	✓	✓	✓	✓
Papua New Guinea	✓	Administrative	✓	✓	✓	✓
Samoa	✓	Law/statute	✓	X	X	✓
Solomon Islands	✓	Administrative	✓	✓	✓	✓
Tonga	✓	Administrative	✓	✓	✓	✓
Tuvalu	X	X	✓	✓	✓	X
Vanuatu	✓	Administrative	✓	X	✓	✓
South Asia						
Bangladesh	✓	Other	✓	X	✓	X
Bhutan	X	X	✓	X	✓	✓
India	✓	Law/statute	✓	✓	✓	✓
Maldives	✓	Law/statute	✓	✓	✓	✓
Nepal	✓	Law/statute	✓	✓	✓	X
Sri Lanka	X	X	✓	✓	✓	✓
Southeast Asia						
Brunei Darussalam	✓	Law/statute	✓	✓	✓	✓
Cambodia	✓	Administrative	✓	✓	✓	✓
Indonesia	✓	Law/statute	✓	✓	✓	✓
Lao PDR	✓	Law/statute	✓	✓	✓	✓
Malaysia	✓	Law/statute	✓	✓	✓	✓
Singapore	X	X	✓	✓	✓	✓
Thailand	✓	Law/statute	✓	✓	✓	✓
Timor-Leste	✓	Administrative	✓	X	✓	✓
Viet Nam	✓	Law/statute	✓	✓	✓	✓

✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.89: Complaints Mechanisms for Revenue Administration, FY2022

Region/Economy	Internal Complaints Mechanism				External Complaints Mechanism			
	In Place	Taxpayers' Right to Review Decisions	Process Independent of Revenue Body	Systemic Issues Can Be Raised	In Place	Taxpayers' Right to Review Decisions	Process Independent of Revenue Body	Systemic Issues Can Be Raised
Central and West Asia								
Armenia	✓	✓	✓	✓	✓	✓	✓	✓
Azerbaijan	✓	✓	X	✓	✓	✓	✓	X
Georgia	✓	✓	✓	✓	✓	✓	✓	✓
Kazakhstan	✓	✓	✓	✓	✓	✓	✓	✓
Kyrgyz Republic	✓	X	X	✓	✓	X	✓	✓
Pakistan	✓	✓	✓	✓	✓	✓	✓	✓
Tajikistan	✓	✓	✓	✓	X	X	X	X
Uzbekistan	✓	✓	✓	✓	✓	✓	✓	✓
East Asia								
PRC	✓	✓	✓	✓	✓	✓	✓	✓
Hong Kong, China	✓	✓	X	✓	✓	✓	✓	✓
Japan	✓	✓	X	✓	X	X	X	X
Korea, Rep. of	✓	✓	✓	✓	✓	✓	✓	✓
Mongolia	✓	✓	✓	✓	✓	✓	✓	✓
Taipei,China	✓	✓	X	✓	X	X	X	X
Pacific								
Australia	✓	✓	X	✓	✓	✓	✓	✓
Cook Islands	✓	✓	X	✓	✓	✓	✓	✓
Fiji	✓	✓	X	✓	✓	✓	✓	✓
Kiribati	✓	✓	X	✓	✓	✓	✓	✓
Marshall Islands	X	X	X	X	X	X	X	X
FSM	✓	✓	X	✓	✓	✓	X	✓
Nauru	✓	✓	X	X	X	X	X	X
New Zealand	✓	✓	✓	✓	✓	✓	✓	✓
Niue	✓	✓	X	✓	✓	✓	X	X
Palau	✓	✓	✓	✓	✓	✓	✓	✓
Papua New Guinea	✓	✓	✓	X	X	X	X	X
Samoa	✓	✓	✓	✓	X	X	X	X
Solomon Islands	X	X	X	X	X	X	X	X
Tonga	✓	✓	X	✓	✓	✓	✓	✓
Tuvalu	X	X	X	X	X	X	X	X
Vanuatu	X	X	X	X	X	X	X	X
South Asia								
Bangladesh	✓	✓	X	✓	X	X	X	X
Bhutan	✓	X	✓	✓	✓	X	✓	✓
India	✓	X	✓	✓	✓	X	✓	✓
Maldives	✓	✓	X	✓	X	X	X	X
Nepal	✓	✓	X	✓	✓	✓	✓	✓
Sri Lanka	✓	✓	X	✓	✓	✓	✓	✓
Southeast Asia								
Brunei Darussalam	✓	✓	X	✓	X	X	X	X
Cambodia	✓	✓	✓	...	✓	✓	✓	...
Indonesia	✓	✓	✓	✓	✓	✓	✓	✓
Lao PDR	✓	✓	✓	✓	✓	✓	✓	✓
Malaysia	✓	✓	✓	✓	✓	✓	✓	✓
Singapore	✓	✓	✓	✓	X	X	X	X
Thailand	✓	✓	✓	✓	✓	✓	✓	X
Timor-Leste	✓	✓	✓	✓	✓	✓	✓	✓
Viet Nam	✓	✓	X	X	✓	✓	X	X

... = no data at cutoff date, ✓= relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.90: The Use of Taxpayer Satisfaction Surveys, FY2022

Region/Economy	Regular Taxpayer Satisfaction Surveys (by survey target group)							
	Individual Taxpayers		Business Taxpayers		Tax Intermediaries		Analyses (by gender)	
	Surveys Made by	Findings Published	Surveys Made by	Findings Published	Surveys Made by	Findings Published	Made by Revenue	Actions Taken
Central and West Asia								
Armenia	Vendor	✓	Vendor	✓	X	X	✓	A
Azerbaijan	Revenue	X	Revenue	X	X	X	X	X
Georgia	Vendor	✓	Vendor	✓	X	X	X	X
Kazakhstan	Vendor	X	Vendor	X	X	X	X	X
Kyrgyz Republic	Vendor	X	Vendor	X	Vendor	X	✓	B
Pakistan	X	X	X	X	X	X	X	X
Tajikistan	Vendor	✓	Vendor	✓	Vendor	✓	X	X
Uzbekistan	Vendor	✓	Vendor	✓	Vendor	✓	X	X
East Asia								
PRC	Vendor	✓	Vendor	✓	X	X	X	X
Hong Kong, China	Revenue	X	Revenue	X	Revenue	X	X	X
Japan	Revenue	✓	Revenue	X	Vendor	✓	X	X
Korea, Rep. of	X	X	X	X	X	X	X	X
Mongolia	Vendor	X	Vendor	X	X	X	✓	B
Taipei,China	Revenue	X	Revenue	X	Revenue	X	✓	A
Pacific								
Australia	Revenue	✓	Revenue	✓	Revenue	✓	✓	A
Cook Islands	Revenue	X	Revenue	X	Revenue	X	X	X
Fiji	X	X	Vendor	X	X	X	X	X
Kiribati	Revenue	X	Revenue	X	Revenue	X	X	X
Marshall Islands	X	X	Revenue	X	X	X	X	X
FSM	X	X	X	X	X	X	X	X
Nauru	X	X	X	X	X	X	X	X
New Zealand	Vendor	X[a]	Vendor	X[a]	Vendor	X[a]	✓	A
Niue	X	X	X	X	X	X	X	X
Palau	X	X	X	X	X	X	X	X
Papua New Guinea	X	X	X	X	X	X	X	X
Samoa	Revenue	X	Revenue	X	X	X	X	X
Solomon Islands	X	X	X	X	X	X	X	X
Tonga	Revenue	X	Revenue	X	X	X	X	X
Tuvalu	X	X	X	X	X	X	X	X
Vanuatu	X	X	X	X	X	X	X	X
South Asia								
Bangladesh	X	X	X	X	X	X	X	X
Bhutan	X	X	X	X	X	X	X	X
India	X	X	X	X	X	X	X	X
Maldives	Revenue	X	X	X	X	X	X	X
Nepal	X	X	X	X	X	X	X	X
Sri Lanka	X	X	X	X	X	X	X	X
Southeast Asia								
Brunei Darussalam	X	X	X	X	X	X	X	X
Cambodia	Revenue	X	Revenue	X	X	X	X	X
Indonesia	Vendor	✓	Vendor	✓	Vendor	✓	X	X
Lao PDR	X	X	X	X	X	X	X	X
Malaysia	Revenue	X	X	X	X	X	X	X
Singapore	Vendor	✓	Vendor	✓	Vendor	✓	X	X
Thailand	Revenue	✓	Revenue	✓	Revenue	✓	X	X
Timor-Leste	X	X	X	X	X	X	X	X
Viet Nam	X	X	X	X	X	X	X	X

✓ = relevant, X = not relevant, A = changes to services not needed, B = no changes yet but planned, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] New Zealand: Results are reported in aggregate, not by taxpayer segments, in the annual report.

Source: ISORA 2023.

Table A.91: Availability of Tax Rulings, FY2022

Region/Economy	Availability of Tax Rulings (from ministry or revenue body)					
	Public Rulings		Private Rulings			
	Provided	Binding on Revenue Body	Provided	Binding on Revenue Body	Fees Apply for Rulings	Time Frames Apply for Issue
Central and West Asia						
Armenia	✓	✓	✓	✓	X	✓
Azerbaijan	✓	✓	✓	✓	X	✓
Georgia	✓	✓	✓	✓	✓	✓
Kazakhstan	✓	✓	X	X	X	X
Kyrgyz Republic	✓	✓	X	X	X	X
Pakistan	✓	✓	X	X	X	X
Tajikistan	✓	✓	X	X	X	X
Uzbekistan	✓	✓	✓	✓	X	✓
East Asia						
PRC	X	X	X	X	X	X
Hong Kong, China	✓	X	✓	✓	✓	✓
Japan	✓	✓	✓	✓	...	✓
Korea, Rep. of	✓	✓	✓	✓	X	X
Mongolia	✓	✓	✓	X	X	X
Taipei,China	✓	✓	✓	X	X	✓
Pacific						
Australia	✓	✓	✓	✓	X	✓
Cook Islands	X	X	X	X	X	X
Fiji	✓	✓	✓	✓	✓	✓
Kiribati	X	X	X	X	X	X
Marshall Islands	X	X	X	X	X	X
FSM	X	X	X	X	X	X
Nauru	✓	✓	X	X	X	X
New Zealand	✓	✓	✓	✓	✓	✓
Niue	X	X	X	X	X	X
Palau	✓	✓	✓	✓	X	✓
Papua New Guinea	X	X	X	X	X	X
Samoa	X	X	X	X	X	X
Solomon Islands	✓	✓	✓	X	X	✓
Tonga	✓	✓	✓	✓	X	X
Tuvalu	X	X	X	X	X	X
Vanuatu	X	X	X	X	X	X
South Asia						
Bangladesh	✓	✓	✓	✓	X	✓
Bhutan	X	X	X	X	X	X
India	✓	✓	✓	✓	✓	X
Maldives	✓	✓	X	X	X	X
Nepal	✓	✓	✓	✓	X	X
Sri Lanka	✓	✓	✓	✓	✓	✓
Southeast Asia						
Brunei Darussalam	✓	✓	X	X	X	X
Cambodia	✓	✓	X	X	X	X
Indonesia	✓	✓	✓	X	X	✓
Lao PDR	✓	✓	✓	✓	X	✓
Malaysia	✓	✓	✓	✓	✓	✓
Singapore	X	X	✓	✓	✓	✓
Thailand	✓	X	X	X	X	X
Timor-Leste	✓	✓	✓	✓	✓	✓
Viet Nam	✓	✓	X	X	X	X

✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.92a: Income Withholding and Reporting Regimes, FY2022 (Part 1)

	Income Tax Withholding and Income Reporting Regimes (by type of income/transaction)							
	Wages/Salary		Dividends		Interest		Rents	
Region/Economy	Tax Withheld	Income Reported	Tax Withheld	Income Reported	Tax Withheld	Income Reported	Tax Withheld	Income Reported
Central and West Asia								
Armenia	✓	✓	✓	✓	✓	✓	✓	✓
Azerbaijan	✓	✓	✓	✓	✓	✓	✓	✓
Georgia	✓	✓	✓	✓	✓	✓	✓	✓
Kazakhstan	✓	X	✓	✓	✓	✓	X	✓
Kyrgyz Republic	✓	✓	✓	✓	✓	✓	X	X
Pakistan	✓	✓	✓	✓	✓	✓	✓	✓
Tajikistan	✓	✓	✓	✓	✓	X	✓	✓
Uzbekistan	✓	✓	✓	✓	X	X	✓	✓
East Asia								
PRC	✓	✓	✓	✓	✓	✓	✓	✓
Hong Kong, China	X	✓	X	X	X	X	X	X
Japan	✓	✓	✓	✓	✓	✓	✓	✓
Korea, Rep. of	✓	✓	✓	✓	✓	✓	X	X
Mongolia	✓	✓	✓	✓	✓	✓	X	✓
Taipei,China	✓	✓	✓	✓	✓	✓	✓	✓
Pacific								
Australia	✓	✓	✓	✓	✓	✓	X	X
Cook Islands	✓	X	X	X	X	X	X	X
Fiji	✓	✓	X	X	✓	✓	X	X
Kiribati	✓	✓	✓	✓	✓	✓	X	X
Marshall Islands	✓	✓	X	X	X	X	X	X
FSM	✓	✓	X	✓	X	✓	X	X
Nauru	✓	X	X	X	✓	X	X	X
New Zealand	✓	✓	✓	✓	✓	✓	X	X
Niue	✓	✓	X	X	✓	✓	X	X
Palau	✓	✓	X	X	X	X	X	X
Papua New Guinea	✓	✓	✓	✓	✓	✓	X	X
Samoa	✓	✓	X	X	✓	✓	X	X
Solomon Islands	✓	✓	✓	✓	✓	✓	✓	✓
Tonga	✓	✓	✓	✓	✓	✓	✓	✓
Tuvalu	✓	✓	X	X	X	X	X	X
Vanuatu	X	X	X	X	X	X	X	X
South Asia								
Bangladesh	✓	X	✓	X	✓	X	✓	X
Bhutan	✓	✓	✓	✓	✓	✓	✓	✓
India	✓	✓	✓	✓	✓	✓	✓	✓
Maldives	✓	✓	X	X	X	X	X	X
Nepal	✓	✓	✓	✓	✓	✓	✓	✓
Sri Lanka	✓	✓	✓	✓	✓	✓	✓	✓
Southeast Asia								
Brunei Darussalam	X	X	X	X	✓	✓	X	X
Cambodia	✓	✓	✓	✓	✓	✓	✓	✓
Indonesia	✓	✓	✓	✓	✓	✓	✓	✓
Lao PDR	✓	✓	✓	✓	✓	✓	✓	✓
Malaysia	✓	✓	X	X	✓	X	X	X
Singapore	X	✓	X	X	X	X	X	X
Thailand	✓	✓	✓	✓	✓	✓	✓	✓
Timor-Leste	✓	✓	✓	✓	✓	✓	✓	✓
Viet Nam	✓	✓	✓	✓	✓	✓	✓	✓

✓= relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.92b: Income Withholding and Reporting Regimes, FY2022 (Part 2)

Region/Economy	Income Tax Withholding and Income Reporting Regimes (by type of income/transaction)							
	Business Income[a]		Royalties/Patents		Share Transactions		Real Estate Transactions	
	Tax Withheld	Income Reported	Tax Withheld	Income Reported	Tax Withheld	Details Reported	Tax Withheld	Details Reported
Central and West Asia								
Armenia	X	X	✓	✓	X	X	✓	✓
Azerbaijan	X	X	✓	✓	X	X	X	X
Georgia	✓	✓	✓	✓	X	X	X	X
Kazakhstan	X	✓	X	✓	X	✓	X	✓
Kyrgyz Republic	X	X	X	✓	X	✓	X	X
Pakistan	✓	✓	✓	✓	✓	✓	✓	✓
Tajikistan	X	X	✓	✓	✓	✓	X	X
Uzbekistan	X	X	✓	✓	✓	✓	✓	✓
East Asia								
PRC	✓	✓	✓	✓	✓	✓	✓	✓
Hong Kong, China	X	✓	X	✓	X	X	X	X
Japan	✓	✓	✓	✓	✓	✓	✓	✓
Korea, Rep. of	✓	✓	✓	X	X	X	X	X
Mongolia	X	✓	✓	✓	✓	✓	✓	✓
Taipei,China	✓	✓	✓	✓	X	X	X	X
Pacific								
Australia	X	✓	✓	✓	X	✓	X	✓
Cook Islands	X	X	✓	X	X	X	X	X
Fiji	X	X	✓	✓	X	X	X	X
Kiribati	X	X	X	X	X	X	X	X
Marshall Islands	X	X	X	X	X	X	X	X
FSM	X	X	X	X	X	X	X	X
Nauru	X	X	✓	X	X	X	X	X
New Zealand	X	X	X	X	X	X	X	X
Niue	X	X	X	X	X	X	X	X
Palau	X	X	X	X	X	X	X	X
Papua New Guinea	✓	✓	✓	✓	✓	✓	X	✓
Samoa	X	X	X	X	X	X	X	X
Solomon Islands	X	X	✓	✓	X	X	X	X
Tonga	X	X	✓	✓	X	X	X	X
Tuvalu	X	X	X	X	X	X	X	X
Vanuatu	X	X	X	X	X	X	X	X
South Asia								
Bangladesh	✓	X	✓	X	...	...	✓	X
Bhutan	✓	✓	✓	✓	✓	✓	X	X
India	✓	✓	✓	✓	X	X	✓	✓
Maldives	X	X	X	X	X	X	X	X
Nepal	✓	✓	✓	✓	✓	✓	✓	✓
Sri Lanka	X	X	✓	✓	X	X	X	X
Southeast Asia								
Brunei Darussalam	X	X	✓	✓	X	X	X	X
Cambodia	X	X	✓	✓	✓	✓	✓	✓
Indonesia	✓	X	✓	✓	X	X	X	X
Lao PDR	✓	✓	✓	✓	✓	✓	✓	✓
Malaysia	X	X	✓	✓	X	X	✓	✓
Singapore	X	X	X	X	X	X	X	X
Thailand	✓	✓	✓	✓	✓	✓	✓	✓
Timor-Leste	✓	✓	✓	✓	✓	✓	✓	✓
Viet Nam	✓	✓	✓	✓	✓	✓	✓	✓

... = no data at cutoff date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

[a] For categories of business income specified in tax laws.

Source: ISORA 2023.

Table A.93: Systems for Using Third-Party Data in Revenue Administration, FY2022

Region/Economy	Systems to Capture, Store, and Manage Third-Party Data (by data source)						Systematic Data Quality Checking	
	Customs	Stock Exchange	Social Security Agency	Online Internet Vendors	Utilities Data (e.g., electricity)	Real Estate Ownership/ Sales	Performed	Feedback Provided
Central and West Asia								
Armenia	✓	X	✓	X	✓	X	✓	✓
Azerbaijan	✓	X	✓	X	✓	X	✓	✓
Georgia	X	X	✓	✓	X	✓	✓	✓
Kazakhstan	✓	✓	✓	✓	✓	✓	✓	X
Kyrgyz Republic	✓	X	✓	X	X	✓	✓	✓
Pakistan	✓	✓	X	✓	✓	✓	✓	X
Tajikistan	✓	X	✓	X	X	✓	✓	✓
Uzbekistan	✓	✓	X	✓	✓	✓	✓	✓
East Asia								
PRC	✓	✓	✓	✓	✓	✓	X	X
Hong Kong, China	X	X	X	X	X	✓	✓	X
Japan	X	X	✓	X	X	✓	X	X
Korea, Rep. of	✓	✓	✓	✓	X	✓	✓	X
Mongolia	✓	✓	✓	✓	✓	✓	X	X
Taipei,China	✓	X	✓	✓	X	✓	✓	✓
Pacific								
Australia	✓	X	✓	✓	X	✓	✓	✓
Cook Islands	✓	X	✓	X	X	X	X	X
Fiji	✓	X	X	X	X	X	X	X
Kiribati	✓	X	X	X	X	X	X	X
Marshall Islands	X	X	X	X	X	X	X	X
FSM	X	X	X	X	X	X	X	X
Nauru	✓	X	X	X	X	X	X	X
New Zealand	✓	X	✓	✓	X	✓	✓	X
Niue	X	X	X	X	X	X	X	X
Palau	X	X	X	X	X	X	X	X
Papua New Guinea	✓	X	X	X	X	X	X	X
Samoa	✓	X	X	X	X	X	✓	✓
Solomon Islands	✓	X	X	X	X	X	X	X
Tonga	✓	X	X	X	X	X	X	X
Tuvalu	✓	X	X	X	X	X	X	X
Vanuatu	X	X	X	X	X	X	X	X
South Asia								
Bangladesh	✓	X	X	X	✓	X	X	X
Bhutan	✓	X	X	X	X	X	X	X
India	✓	✓	X	✓	X	✓	✓	✓
Maldives	✓	X	X	X	X	X	X	X
Nepal	✓	X	X	X	X	X	✓	X
Sri Lanka	✓	X	X	X	X	X	X	X
Southeast Asia								
Brunei Darussalam	X	X	X	X	X	X	X	X
Cambodia	✓	X	X	X	X	X	X	X
Indonesia	✓	✓	✓	✓	✓	✓	✓	X
Lao PDR	X	X	X	X	X	X	X	X
Malaysia	X	X	X	✓	✓	✓	✓	✓
Singapore	✓	X	✓	✓	✓	✓	✓	✓
Thailand	✓	✓	✓	✓	✓	✓	✓	✓
Timor-Leste	X	X	X	X	X	X	✓	✓
Viet Nam	X	X	X	X	X	X	X	X

... = no data at cutoff date, ✓ = relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.

Source: ISORA 2023.

Table A.94: Evaluating and Reducing Taxpayers' Compliance Burden, FY2022

Region/Economy	Evaluations Conducted	Features of Evaluation Program				Burden Reduction	
		Frequency	Measure Taxpayers' Perceptions	Conducted by External Party	Monitor Taxpayer Segments	Formal Strategy in Place	Strategy is Published
Central and West Asia							
Armenia	✓	Annually	✓	✓	✓	✓	X
Azerbaijan	X	X	X	X	X	X	X
Georgia	X	X	X	X	X	X	X
Kazakhstan	X	X	X	X	X	X	X
Kyrgyz Republic	X	X	X	X	X	X	X
Pakistan	X	X	X	X	X	X	X
Tajikistan	X	X	X	X	X	X	X
Uzbekistan	✓	>2 years	X	X	✓	✓	✓
East Asia							
PRC	✓	Annually	✓	✓	✓	✓	X
Hong Kong, China	X	X	X	X	X	X	X
Japan	X	X	X	X	X	X	X
Korea, Rep. of	X	X	X	X	X	X	X
Mongolia	✓	Annually	X	X	✓	✓	X
Taipei,China	X	X	X	X	X	X	X
Pacific							
Australia	✓	Annually	✓	X	✓	✓	✓
Cook Islands	X	X	X	X	X	X	X
Fiji	X	X	X	X	X	X	X
Kiribati	X	X	X	X	X	X	X
Marshall Islands	X	X	X	X	X	X	X
FSM	X	X	X	X	X	X	X
Nauru	X	X	X	X	X	X	X
New Zealand	✓	>2 years	✓	X	✓	✓	✓
Niue	X	X	X	X	X	X	X
Palau	X	X	X	X	X	X	X
Papua New Guinea	X	X	X	X	X	X	X
Samoa	✓	Annually	✓	X	✓	✓	X
Solomon Islands	X	X	X	X	X	X	X
Tonga	X	X	X	X	X	X	X
Tuvalu	X	X	X	X	X	X	X
Vanuatu	X	X	X	X	X	X	X
South Asia							
Bangladesh	X	X	X	X	X	X	X
Bhutan	X	X	X	X	X	X	X
India	✓	>2 years	X	X	X	X	X
Maldives	X	X	X	X	X	X	X
Nepal	X	X	X	X	X	X	X
Sri Lanka	X	X	X	X	X	X	X
Southeast Asia							
Brunei Darussalam	X	X	X	X	X	X	X
Cambodia	X	X	X	X	X	X	X
Indonesia	✓	Annually	✓	X	✓	✓	X
Lao PDR	✓	Annually	✓	✓	✓	✓	X
Malaysia	X	X	X	X	X	X	X
Singapore	✓	2 yearly	✓	✓	✓	✓	✓
Thailand	X	X	X	X	X	X	X
Timor-Leste	✓	Annually	X	X	✓	X	X
Viet Nam	X	X	X	X	X	X	X

✓= relevant, X = not relevant, PRC = People's Republic of China, FY = fiscal year, Lao PDR = Lao People's Democratic Republic, FSM = Federated States of Micronesia.
Source: ISORA 2023.

References

M.G. Allingham, and A. Sandmo. 1972. Income Tax Evasion: A Theoretical Analysis. *Journal of Public Economics*.

Asia Oceania Tax Consultants' Association (AOTCA), Confédération Fiscale Européenne (CFE), and Society of Trust and Estate Practitioners (STEP). 2015. Taxpayer Charter Survey.

Asian Development Bank (ADB). 2022. *Asian Development Outlook. April 2022.*

———. 2023a. *A Comparative Analysis of Tax Administration in Asia and the Pacific.* Sixth Edition.

———. 2023b. *Key Indicators for Asia and the Pacific. 2023*.

———. 2024a. *Asian Development Outlook. April 2024*.

———. 2024b. *A Comparative Analysis of Tax Administration in Asia and the Pacific.* Seventh Edition.

AOTCA et al. 2015. Taxpayer Charter Survey.

A. Chooi. 2023. *Mobilizing Revenue: Digital Transformation of Revenue Administration in Singapore. Governance Brief*. No. 56. ADB.

CIAT et al. 2018. International Survey on Revenue Administration (ISORA): Glossary of Technical Terms.

M. Cotton. 2023. The Role of TADAT in Improving Revenue Effort. Presentation at ADB's Innovative Tax Administration: A Strategic Workshop, March.

W. Crandall. 2010. *Revenue Administration: Autonomy in Tax Administration and the Revenue Authority Model*. IMF.

European Commission. 2023. *Compliance Risk Management in the Digital Era*. Fiscalis Risk Management Platform Group. Brussels.

———. 2007. *Fiscal Blueprints: A Path to a Robust, Modern and Efficient Tax Administration.* Strasbourg.

———. 2010. *Compliance Tax Management Guide for Tax Administrations*. Fiscalis Risk Management Platform Group. Brussels.

———. 2021. *Compliance Tax Management Capability Maturity Model.* Fiscalis Risk Management Platform Group. Brussels.

Federal Board of Revenue (FBR), Pakistan. 2023. Digital Invoicing Legal Provisions. (accessed 25 March 2024).

Fiji's Revenue and Customs Service. 2023. Strategic Plan 2023–2025.

Georgia Revenue Service. 2021. Strategy 2021–2024.

IBM. 1993. *Dictionary of Computing*. New York: McGraw Hill.

Inland Revenue Authority of Singapore (IRAS). Board Members and Committees (accessed 4 March 2024).

———. Encouraging Tax Compliance (accessed 2 May 2024).

International Labour Organization. ILOSTAT Database (accessed January to May 2024).

———. 2019. *TADAT: Tax Administration Diagnostic Assessment Tool Field Guide.*

———. 2021. Integrating the Collection of Social Insurance Contributions and Personal Income Taxes. Technical Notes and Manuals.

———. 2022a. Revenue Administration: Compliance Risk Management Framework to Drive Revenue Performance. Technical Notes and Guidance.

———. 2022b. Voluntary Disclosure Programs— Design, Principles, and Implementation Considerations. Technical Notes and Manuals.

IMF. 2004. *Integrating Tax and Social Security Contribution Collections Within a Unified Revenue Administration: The Experience of Central and Eastern European Countries.*

———. Tax Policy Assessment Framework Database (accessed 31 March 2024).

———. Government Finance Statistics.

IMF. 2013. *How Can an Excessive Volume of Tax Disputes Be Dealt With?*

IMF. 2015. *Current Challenges in Revenue Mobilization: Improving Tax Compliance.*

Inland Revenue (of New Zealand). 2021. Statement of Intent 2021–2025.

———. Business Transformation.

International Organization for Standardization (ISO). 2018. *Risk Management Guidelines*. ISO31000:2018. Geneva.

ISO. 2018. *Risk Management Guidelines*. ISO31000:2018.

M. Kidd. 2010. *Revenue Administration: Functionally Organized Administration*. IMF.

McKinsey and Company. 2009. Enduring Ideas: The Three Horizons of Growth.

S. Michie, M.M. van Stralen, and R. West. 2011. The Behavior Change Wheel: A New Method for Characterizing and Designing Behavior Change Interventions. *Implementation Science.* 6, Article 42.

National Tax Agency. 2023. Efforts for Enhancements of Services for Taxpayers and Efficiency of Tax Administration.

Organisation for Economic Co-operation and Development (OECD). 1990. Taxpayers' Rights and Obligations. Practice Note.

OECD. Base Erosion and Profit Shifting (accessed 1 April 2024).

OECD. Global Forum on Transparency and Exchange of Information for Tax Purposes (accessed 1 April 2024).

———. Data Management (accessed 2 May 2024).

———. Inventory of Tax Technology Initiatives.

———. Global Tax Database.

———. 2004. Compliance Risk Management: Managing and Improving Tax Compliance. Guidance Note. Forum on Tax Administration.

———. 2006. Strengthening Tax Audit Capabilities: General Principles and Approaches. Information Note. Forum on Tax Administration.

———. 2009. *Compliance Management of Large Taxpayers Task Group: Experiences and Practices of Eight OECD Countries*. Forum on Tax Administration.

———. 2010. Understanding and Influencing Taxpayers' Compliance Behaviour. Information Note.

———. 2012. *Recommendation of the OECD Council on Regulatory Policy and Governance*.

———. 2013. *Co-operative Compliance: A Framework—From Enhanced Relationship to Co-operative Compliance*.

———. 2014a. *Working Smarter in Tax Debt Management*.

———. 2014b. *Tax Compliance by Design: Achieving Improved SME Tax Compliance by Adopting a System Perspective*.

———. 2015a. *Update on Voluntary Disclosure Programmes: A Pathway to Tax Compliance*.

———. 2015b. *Taxation of SMEs in OECD and G20 Countries*.

———. 2016. *Engaging Public Employees for a High-Performing Civil Service.*

———. 2017a. *Tax Administration 2017: Comparative Information on OECD and Other Advanced and Emerging Economies*.

———. 2017b. *Effective Inter-Agency Co-operation in Fighting Tax Crimes and Other Financial Crimes*. Third Edition.

———. 2017c. *Small, Medium, Strong: Trends in SME Performance and Business Conditions*.

———. 2017d. *Future of Business Survey 2017*. Paris (in partnership with World Bank and Facebook).

———. 2019. Glossary of Tax Terms. In *Guidelines for Collecting and Reporting Data and Research and Experimental Development*.

———. 2020. *Tax Administration 3.0: The Digital Transformation of Tax Administration.*

———. 2021. *Digital Transformation Maturity Model*. Forum on Tax Administration.

———. 2021. *Tax Administration 3.0 and Electronic Invoicing: Initial Findings.* Forum on Tax Administration.

———. 2021. *Tax Administration: Towards Sustainable Remote Working in Tax Administration: In a Post COVID-19 Environment.*

———. 2023. *Revenue Statistics in Asia and the Pacific 2023.*

———. 2024. *Revenue Statistics in Asia and the Pacific 2024* (Annex A. The OECD Classification of Taxes and Interpretative Guide).

PWC. 2009. *Key Principles of OrAganization Design: Diagnosing Issues in a Company's Structure.* Point of View publication.

Transparency International. 2024. Corruption Perceptions Index 2023.

United Nations Development Programme (UNDP). 2024. Human Development Index (accessed 16 April 2024).

United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP). 2009. What Is Good Governance? Policy Brief.

United States Geological Survey. 2021. Landsat Data Dictionary (accessed 17 March 2024).

United States Inland Revenue Service. 2022. Federal Tax Compliance Research: Tax Gap Estimates for Tax Years 2014–16.

M. van Dijke, L.B. Gobena, and P. Verboon. 2019. *Make Me Want to Pay. A Three-Way Interaction Between Procedural Justice, Distributive Justice, and Power on Voluntary Tax Compliance.* Frontiers in Psychology.

World Bank. 2010. *Integration of Revenue Administration: A Comparative Study of International Experience*.

A Comparative Analysis of Tax Administration in Asia and the Pacific
Eighth Edition

Strengthening tax systems through more effective and efficient tax administration is a core goal of all Asian Development Bank (ADB) members in Asia and the Pacific. Drawing on data reported by revenue bodies in the International Survey on Revenue Administration and other sources, ADB's comparative series on tax administration examines the administrative setups, approaches, and performance of revenue bodies in 45 economies across Asia and the Pacific. In contrasting comprehensive internationally comparable data on important aspects of tax administration, the series aims to assist revenue to improve their performance by providing opportunities to benchmark their administration against similar economies in the region.

About the Asian Development Bank

ADB is committed to achieving a prosperous, inclusive, resilient, and sustainable Asia and the Pacific, while sustaining its efforts to eradicate extreme poverty. Established in 1966, it is owned by 69 members —49 from the region. Its main instruments for helping its developing member countries are policy dialogue, loans, equity investments, guarantees, grants, and technical assistance.

ASIAN DEVELOPMENT BANK
6 ADB Avenue, Mandaluyong City
1550 Metro Manila, Philippines
www.adb.org