



# NEWSLETTER

DECEMBER 2025

## EDITORIAL

Dear members,

As we conclude the final quarter of 2025, I am pleased to share the highlights of what has been an eventful and productive period for CATA.

Our capacity-building programme, anchored in peer-to-peer learning across regions, continues to empower our members and strengthen institutional capabilities. Alongside this, our working groups initiatives have made significant progress in advancing technical priorities and fostering collaboration.

A major highlight of the quarter was the series of meetings hosted by Malaysia in Kuala Lumpur on 9-10 December, which included the Management Committee Meeting, Commissioners Connect, and the Regional Meeting. These gatherings provided invaluable opportunities for strategic dialogue, knowledge exchange, and reinforcing our shared commitment to excellence.

I extend my sincere gratitude to all members, partners, and stakeholders for your unwavering support and contributions throughout 2025. Your dedication has been the cornerstone of our achievements.

As we step into 2026, I wish everyone a successful and impactful New Year. Let us continue to build on our momentum and work together toward even greater milestones.

Dr Esther A.P. Koisin  
Executive Director

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#### Upcoming Events

- CATA-SLP Closing Reception - 13 February 2026
- NADT-CATA Modern Techniques of Investigation and Intelligence Gathering Workshop 2026 (23rd - 27th February 2026)
- CATA Commissioners Connect - 17 March 2026
- 3<sup>rd</sup> Regional Directors and Country Correspondents Meeting: 27-28 April 2026
- Management Committee Meeting: 29-30 April 2026

## NEWS FROM THE CATA SECRETARIAT

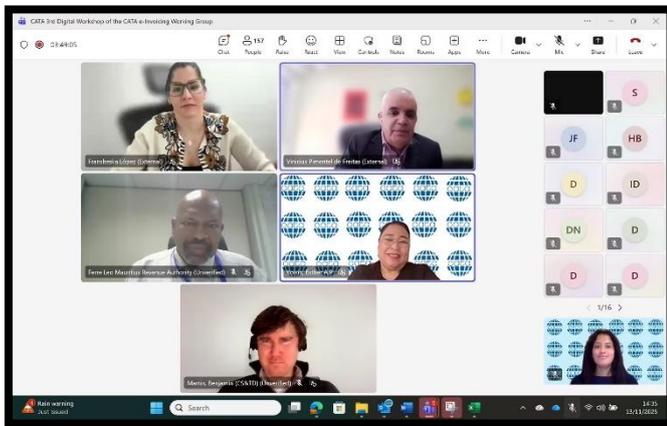
(Please click on the headlines to view the full articles on the CATA website)

### [Appreciation Note for Kirsten Williams' Contributions to the CATA Secretariat](#)



As Kirsten concludes her secondment with the CATA Secretariat, we would like to take this opportunity to extend our heartfelt thanks for her outstanding contribution and unwavering support during her time with us at our small Secretariat.

### [CATA Driving E-Invoicing Forward Across Member Countries](#)



CATA held its 3rd Digital Workshop of the CATA e-Invoicing Working Group, jointly organised with CIAT, on the theme “From Transaction to Transformation: Unlocking Strategic Insights with E-Invoicing Analytics.” The session took place on 13 November 2025 and brought together over 190 participants from across member countries. The webinar provided focused discussions, practical insights, and forward-looking perspectives to support tax administrations in advancing their e-invoicing initiatives.

### [CATA Successfully Convenes Bi-Annual Management Committee Meeting in Kuala Lumpur, Hosted by the Inland Revenue Board of Malaysia | 9 December 2025](#)



The Commonwealth Association of Tax Administrators (CATA) convened its Bi-Annual Management Committee Meeting on 9 December 2025 in Kuala Lumpur, Malaysia, graciously hosted by the Inland Revenue Board of Malaysia. The meeting brought together Heads of Tax Administrations and senior tax officials to review progress, consider strategic priorities, and plan ahead for 2026.

### [CATA Regional Meeting Successfully Held in Kuala Lumpur Strengthens Regional Collaboration on 10 Dec 2025](#)



The Commonwealth Association of Tax Administrators (CATA) convened its Regional Meeting on 10 December 2025 at the EQ Hotel, Kuala Lumpur, Malaysia, bringing together

Regional Directors and senior representatives for focused dialogue on regional collaboration, capacity building, and operational effectiveness.

**CATA Commissioners Connect Strengthens Strategic Leadership Dialogue in Kuala Lumpur on 10 December 2025**



The Commonwealth Association of Tax Administrators (CATA) hosted Commissioners Connect on 10 December 2025 at the EQ Hotel, Kuala Lumpur, Malaysia, bringing together Heads of Administration for a high-level forum on leadership, compliance, and revenue collection in a dynamic global tax environment.

**Year-End Message from the Chairman of CATA**



As we approach the end of 2025, I want to extend my sincere appreciation to all of you for your steadfast support and commitment to CATA throughout the year. Your engagement and

collaboration have been the driving force behind our shared success.

**New Year Message from the President of CATA**



As we welcome the year 2026, I extend my warmest greetings and best wishes to all members of the CATA family. The New Year presents us with renewed resolve and a clear opportunity to strengthen our collaboration in advancing more efficient, resilient and trusted tax administrations across the Commonwealth.

**NEWS FROM OUR MEMBERS  
By CATA Country Correspondents**

(Please click on the given headlines links to view the full articles on the CATA website)

**CANADA**



**CRA Highlights the Importance of Tax Literacy:** At a time when the rising cost of living is of concern to many, the Canada Revenue Agency (CRA) has published an article on the importance of tax literacy as a contributor to Canadians' financial success.

## JAMAICA



[Tax Administration Jamaica Makes Global History as First Administration to Complete a Third TADAT Assessment and Pilot New Field Guide Instrument](#)



Kingston, Jamaica – Tax Administration Jamaica (TAJ) has once again distinguished itself on the global stage, becoming the first tax administration worldwide to undergo a third Tax Administration Diagnostic Assessment Tool (TADAT) assessment.

## MAURITIUS



[The MRA launched a Lucky Draw to reward early filers:](#) The Mauritius Revenue Authority (MRA) continues to enhance its taxpayers' experience by making tax compliance smoother, easier, and more rewarding. To motivate individual taxpayers to file their returns on-time and avoid the last-minute rush, the MRA introduced an innovative "Lucky Draw" initiative during the 2025 e-Filing season.

## NEW ZEALAND



[New Zealand's Tax Policy Work Programme Released:](#) Under the Generic Tax Policy Process ("GTPP"), "Inland Revenue is primarily responsible for the detailed design, implementation and review of tax policy."

## PAKISTAN



[HMRC conducted workshop in FBR on "Developing of Reporting Financial Institutions \(RFIs\) Compliance Framework":](#) HMRC conducted a comprehensive workshop at the Federal Board of Revenue (FBR) on "Developing Reporting Financial Institutions (RFIs) Compliance Framework" from 10th to 14th November 2025 under the existing Memorandum of Understanding (MoU).



## SINGAPORE



[Singapore will implement the Simplified and Streamlined Approach \(SSA\):](#) Singapore will implement the Simplified and Streamlined Approach (SSA), also known as Amount B, for pricing baseline marketing and distribution transactions on a pilot basis for three years starting from 1 January 2026.

## ZAMBIA



[WORLD BANK AND AFRICA TAX ADMINISTRATION FORUM \(ATAF\) JOINT TECHNICAL ASSISTANCE MISSION ON TAX TRANSPARENCY IN ZAMBIA 17th -21st November 2025:](#) The World Bank, in collaboration with the African Tax Administration Forum (ATAF), concluded a successful in-country mission to support the

development of an Automatic Exchange of Information (AEOI) system.



from 28-31 October and 10-12 November 2025 in Suva.

## THE GAMBIA



[Commissioner General, Yankuba Darboe discusses the importance of third-party data in tax administration at ATAF Annual General Meeting](#)



## NEWS FROM OUR MEMBERS WEBSITES

(Please click on the given headline links to view the full articles on the members website)

### AUSTRALIA



[The international partnerships tackling tax evasion: The Australian Taxation Office \(ATO\) hosted the fifth Global Financial Institutions Partnership \(GFIP\) Summit from 10 to 12 November 2025.](#) The GFIP Summit brings together public and private sector groups to strengthen global financial crime detection and prevention.

## NIGERIA



[Collaboration key to successful implementation of new tax laws---FIRS chairman:](#)



## FIJI



[Strengthening Fiji's International Tax Cooperation through Exchange of Information \(EOI\) and Tax Transparency Training:](#) The Fiji Revenue and Customs Service (FRCS) recently conducted two sessions of EOI training for more than 40 FRCS officials across key divisions, including Auditors, Audit Managers, Transfer Pricing Specialists, Legal Officers, Objection Auditors and Risk Profilers. The training was held

Chairman of the Federal Inland Revenue Service (FIRS), Zacc Adedeji, has identified cooperation and collaboration among key stakeholders, including taxpayers and subnational

governments, as crucial to the hitch-free implementation of the new tax laws.

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## PAPUA NEW GUINEA



[IRC Strengthens Anti Corruption Efforts Through Strategic MOU with ICAC, Revenue Haus, Port Moresby - December 5th, 2025:](#) The Internal Revenue Commission (IRC) and the Independent Commission Against Corruption (ICAC) have entered into a Memorandum of Understanding (MOU) on 'Information Sharing'.

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## SIERRA LEONE



[NRA Commissioner General Highlights Sierra Leone's Fiscal Resilience at](#)

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[Global Dialogue on Taxing Smarter After Aid:](#) Sierra Leone's Commissioner General of the National Revenue Authority (NRA), Mrs. Jeneba J. Bangura, delivered a compelling address at the high-level global dialogue "Taxing Smarter After Aid: Accountability, Equity and Public Finance in a New Global Reality," held at the OpenGov Hub in Washington D.C. during the IMF-World Bank Annual Meetings.

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## ZAMBIA



[SMART INVOICE TO ENHANCE TAX COMPLIANCE:](#) Zambia Revenue Authority (ZRA) has announced the launch of a reward management programme which will allow the public to win various prizes in the Smart Invoice Campaign.

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**Dr Esther Koisin**



**Rasmita Patro**