



**THE UNITED REPUBLIC OF TANZANIA
OFFICE OF THE VICE PRESIDENT**

**SPEECH BY HIS EXCELLENCE DEOGRATIUS JOHN NDEJEMBI, VICE
PRESIDENT OF THE UNITED REPUBLIC OF TANZANIA AT THE 46TH
COMMONWEALTH ASSOCIATION OF TAX ADMINISTRATORS (CATA)
ANNUAL
HEADS MEETING AND TECHNICAL
CONFERENCE 2026**

6TH OCTOBER, 2026

- ***Hon. Eng. Mshamu Ali Munde (MP), Deputy Minister for Finance of the United Republic of Tanzania;***
- ***Hon. CPA Amos Gabriel Makalla, Regional Commissioner for Arusha;***
- ***Hon. Datuk Dr. Abu Triq Jamaluddin, President of the Commonwealth Association of Tax Administrators;***
- ***Mr. Sudhamo Lal, Chairman of CATA and Director General of the Mauritius Revenue Authority;***

- ***Dr. Esther Koisin, Executive Director of CATA;***
- ***CPA. Yusuph Juma Mwenda, Commissioner General of the Tanzania Revenue Authority;***
- ***Distinguished Commissioners General and Heads of Tax Administrations present;***
- ***Development Partners;***
- ***Heads of Departments from the Tanzania Revenue Authority;***
- ***Distinguished delegates,***
- ***Ladies and gentlemen,***

A VERY GOOD MORNING TO YOU ALL,

It gives me great pleasure to warmly welcome you to the United Republic of Tanzania and, in particular, to the beautiful city of Arusha for the 46th Annual Meeting of the Commonwealth Association of Tax Administrators.

On behalf of Her Excellency Dr. Samia Suluhu Hassan, President of the United Republic of Tanzania, the Government and the people of Tanzania, I extend our sincere welcome to all distinguished delegates and participants from across the CATA family and beyond. We are honored by your presence and hope that, alongside the important work of this Conference, you will experience the warmth and hospitality for which Tanzania is well known.

Tanzania is particularly pleased to host this important meeting for the first time, bringing the Conference back to East Africa after more than a decade. We see this as both an honour and a practical opportunity to learn from one another, deepen cooperation and identify reforms that strengthen domestic resource mobilisation while supporting investment, trade, innovation and sustainable economic growth.

Distinguished delegates;

As we begin this Conference, allow me to place three messages at the centre of my remarks.

First, technology must help us mobilize more domestic revenue efficiently and fairly, so that our countries can increasingly finance their own operations and development priorities from domestic resources.

Second, taxation must support and not constrain productive economic activity. A good tax system should provide certainty, facilitate legitimate trade, encourage investment and formalization, and enable the private sector to play its central role in delivering the economic transformation as intended under Tanzania Development Vision 2050.

Third, international tax cooperation must produce practical results. Forums such as CATA should help us benchmark our performance, exchange information, strengthen administrative assistance, learn from better-performing systems and translate international experience into measurable domestic reforms.

Ladies and Gentlemen;

I wish to commend the Tanzania Revenue Authority, under the leadership of CPA. Yusuph Juma Mwenda, together with the CATA leadership and Secretariat, for the preparations made for this Conference. Since its establishment in 1978, CATA has provided an important platform for cooperation, peer learning and capacity building among Commonwealth tax administrations. In today's rapidly changing economic and technological environment, that role is even more important.

For Tanzania, domestic resource mobilization is central to our development strategy. Taxation is not simply a mechanism for collecting revenue. It is also an instrument for financing public services and infrastructure, encouraging formalization, supporting productive investment and strengthening economic self-reliance. The quality of the tax system, its fairness, predictability, simplicity and efficiency, therefore matters just as much as the amount of revenue it collects.

This direction is already reflected in our fiscal framework. In the 2026/27 Budget, Tanzania projects tax revenue of TZS 36.99 trillion, while domestic revenue is expected to finance about 74.2 per cent of the national budget. This represents important progress towards greater self-reliance. At the same time, Tanzania's tax-to-GDP ratio remains below the level we aspire to reach,

while Development Vision 2050 sets an ambition of moving above 20 per cent over the long term. We therefore recognize that more needs to be done.

Our objective is not simply to raise tax rates. Sustainable revenue growth must come from economic expansion, formalization, a broader tax base, better compliance, improved use of data and technology, and a tax system that grows together with the economy.

This is particularly important because Vision 2050 places the private sector at the Centre of investment, job creation, productivity and growth. Tax policy and tax administration must therefore protect the revenue base while preserving a competitive environment in which businesses can invest, trade and expand with confidence.

Ladies and Gentlemen;

This is where the theme of this Conference “***Leveraging Technology for Efficient Revenue Collection***” becomes highly relevant. Technology should allow governments to make compliance simpler, reduce administrative costs, improve taxpayer services, detect non-compliance more accurately and facilitate legitimate trade. It should also help policy makers understand new business models and ensure that tax rules evolve with changes in how value is created, supplied and consumed.

Tanzania has continued to modernize both tax administration and tax policy in response to technological change. Tax and customs systems are increasingly being integrated with other Government systems, while our laws have progressively adapted to digital business models, including non-resident suppliers of electronic services and digital platforms.

The objective is to ensure neutrality between traditional and digital business models.

Her Excellency President Samia Suluhu Hassan has consistently emphasized the use of technology, fairness, taxpayer engagement and better services in revenue administration. ***The Government's expectation are clear: modern systems should reduce unnecessary interaction, improve transparency, support risk-based enforcement and make it easier for compliant taxpayers to meet their obligations.***

But technology alone is not enough. Effective domestic resource mobilization begins with sound, coherent and predictable tax policy supported by efficient and responsive administration. Policy establishes the rules; administration gives those rules practical effect. Strong coordination between the two, is essential if technology is to deliver better revenue outcomes without creating uncertainty or unnecessary costs for doing businesses.

Ladies and Gentlemen;

International tax cooperation is equally important. Cross-border business, multinational groups, digital transactions and offshore financial assets mean that no tax administration can operate effectively in isolation.

Tanzania is therefore strengthening its participation in international tax cooperation, including exchange of tax information and mutual administrative assistance. In July 2026, Tanzania was rated 'Largely Compliant' with the international standard on transparency and exchange of information on request. This is encouraging progress, but it also reminds us that international standards continue to evolve and that we must keep improving our legal frameworks, systems and institutional capacity.

We also see international cooperation as a means of improving tax certainty. Better information exchange, effective dispute prevention and resolution, and clearer coordination between jurisdictions can help protect revenue while reducing the risk of double taxation and uncertainty for legitimate investors. A competitive investment destination is not one without taxes; it is one where tax rules are clear, stable, fairly administered and supported by efficient customs and revenue procedures.

Distinguished delegates;

In that spirit, I encourage this Conference to focus on three practical areas.

First: use technology to make tax systems simpler, faster and more integrated, reducing compliance costs for taxpayers, improving customs clearance and enabling Government to use data more effectively.

Second: use technology to strengthen trust, certainty and fairness, improving transparency, supporting timely decisions and ensuring that enforcement is proportionate.

Third: use technology to expand cooperation across borders - through exchange of information, mutual administrative assistance and coordinated responses to emerging risks.

For Tanzania, participation in CATA and similar international forums must lead to measurable domestic outcomes. I therefore expect our institutions responsible for tax policy and tax administration to use these platforms to benchmark Tanzania against desirable international standards, particularly in revenue performance, compliance costs, taxpayer services, customs efficiency, tax certainty, dispute resolution, digitalization and international information exchange. Lessons from these forums should be translated into reforms that can be implemented and measured at the same time.

As we pursue these benchmarks, we must keep one balance firmly in mind: mobilizing the revenue required to finance our development while creating the conditions for the private sector to invest, produce, trade, innovate and create jobs. This balance is central to Tanzania's Development Vision 2050 and to our broader objective of financing an increasing share of our development from domestic resources.

Distinguished delegates, Ladies and Gentlemen;

I therefore invite you to use this Conference to share practical experience, compare results honestly and leave Arusha with partnerships and solutions that can be applied in our respective countries. Our common goal should be tax systems that raise sufficient revenue, treat taxpayers fairly, facilitate business and trade, and support sustainable economic growth.

Before I conclude, I encourage you to take some time to experience Tanzania's rich culture and natural attractions, including the Serengeti, Ngorongoro, Mount Kilimanjaro, Arusha National Park and Zanzibar. We are delighted to host you, and we hope your stay in Tanzania will be both productive and memorable.

Having said that, it is now my great honour to declare the 46th Commonwealth Association of Tax Administrators Annual Heads Meeting and Technical Conference 2026 officially open.

God bless you all.

God bless the CATA.

Mungu Ibariki Tanzania

Asanteni sana, Thank you very much.