

# A | T | E

ASSOCIATION OF TANZANIA EMPLOYERS

*Employers' Choice*

## 2018

### ANNUAL REPORT



Every Good Employer is a Member of the Association of Tanzania Employers

OUR CONTRIBUTION TO TANZANIA



BEST EMPLOYER OF  
THE YEAR 2018



A TOP TAX PAYER



A RESPONSIBLE EMPLOYER





AN INTRODUCTION TO THE MINE

# GEITA GOLD MINE

A WORLD-CLASS ASSET AND A NATIONAL TREASURE

## About Geita Gold Mine

*Geita, one of AngloGold Ashanti's flagship mines, is located in north-western Tanzania, in the Lake Victoria goldfields of Mwanza region, about 120km from Mwanza and 4km west of the town of Geita. It has been in operation as a large-scale mine since the 1930s.*

The Geita gold deposit is mined as a multiple open-pit and underground operation (since 2016) and will continue to operate as such until the entire economic open-pit Mineral Resource is exhausted. The mine is currently serviced by a carbon-in-leach processing plant with an annual capacity of 5.1Mt.

As at 31 December 2018, the Mineral Resource is 6.26 million ounces.

Approximately 4,130m of development was completed for the Star & Comet and Nyankanga underground sections, to access new areas for stope mining and for further exploration, in 2018.

Open-pit mining at Nyankanga and Geita Hill continued with Geita Hill reaching the end of its economic life and Nyankanga scheduled to be completed in the first half of 2019.

Surface exploration continued at Selous, a satellite pit 2.4km from Star & Comet, expected to supplement the underground operation in the near term.

Other notable projects at Geita were completion of the 40MW power plant and the purchase of underground mining plant and equipment. The power plant was commissioned in August and is currently in full operation, providing reliable, low-cost power to the mining operations.

The purchase of the underground mining plant and equipment is in line with the strategy to transition to owner mining at Star & Comet, planned for the first half of 2019, with the full change over for the rest of the mine's sections expected to follow in coming years.

## AngloGold Ashanti's total

# CONTRIBUTION to Tanzania



Payments to employees

**\$329 million**



Royalties paid

**\$314 million**



Skills and development levy

**\$37 million**



Contribution to National Social Security Fund

**\$62 million**



Tax paid

**\$406 million**



Total taxes and royalties

**\$1.3 billion**

## Table of Contents

1.	Chairperson's Message	2
2.	Chief Executive Officer's Message	3
3.	ATE Management Board	4 -5
4.	ATE Secretariat	6 - 7
5.	Labour Relations & Legal Consultancies	10 -11
6.	Research and Policy Advocacy	12-15
7.	Training and Development	16 -19
8.	Health and HIV/AIDS Support services	20-21
9.	Membership and Networking Events	22-25
10.	High Level Workshop and previous AGM	26 -27
11.	Employer of the Year Award 2018	28-35
12.	Projects, Partnership and Support services	36
13.	Female Future Programme	37
14.	Annual Leadership Conference	40-42
15.	China Africa Project	46
16.	Social Dialogue	47
17.	UNICEF and ATE collaboration	48-49
18.	CEFA Project on people with Disabilities	50
19.	East African Employers Organisation (EAEO)	51
20.	Information and Publication	54-55
21.	Extracts of Financial Report	56 -59



## Chairperson's Statement



Dear Members and Stakeholders,

It pleases me to present to you the Association Annual Report for the year 2018. Where necessary and for the business interest I will point to some of the latest development surrounding businesses at the time we are writing this report so that it contains some relevant information.

I wish to thank my fellow members of the Management Board who continue to volunteer tirelessly to the work of the Association on behalf of all Employers in the Country. I want to recognize and appreciate exemplary efforts by the Secretariat in serving members to their best. In the same spirit, I would like to thank each member for their support and commitment towards your Association.

Let me briefly include a few points surrounding our economy at the moment. According to the speech recently made in the Parliament by **Minister of Finance and Planning** and the **National Economic Survey 2018**, the economy grew at **7.0** percent in year 2018 compared to 7.1 percent growth rate in 2017. The growth was largely contributed by increase of investment in infrastructure such as roads, railways and airports. On the same note, growth is attributed to stabilization of electricity supply, strengthening of transport services and favorable climate for Agriculture. Inflation averaged **3.5** percent in 2018 compared to the average annual inflation of **5.3** percent in 2017. The reduction in inflation was largely a result of exchange rate stability, increase in food supply, strengthening of power production and implementation of accommodative monetary policies among other factors.

During the recently read national budget for financial year 2019/2020, the government proposed a budget of **TZS 33.1 trillion** out of which **TZS 22 trillion** or 67 will be domestic revenues and the remaining **10.9 trillion** or **33** percent will be LGAs own sources, external grants and loans and domestic and external non- concessional loans. The main theme of the budget is ***“Building Industrial Economy for Stimulating Employment and Sustainable Social Welfare”*** a theme that is shared by other East African Community Partner states. The budget proposals are expected to reduce some charges fees and levies that have been expensive to employers operating in Tanzania as pointed out in the Blueprint for regulatory reforms to improve the business environment.

ATE has continued to advocate for positive policy changes through supporting initiatives that are aiming at promoting effective implementation of the Blueprint on Regulatory Reforms to improve the business environment.

In its 10 years, Corporate Plan 2015-2025 almost half way through its journey, I can say we are on the right track as we address a key challenge facing the Association, how to be financially sustainable. As businesses elsewhere struggle, ATE also is not in isolation as we depend on members' support to operate smoothly.

The Membership base continued to grow in 2018 as we had 67 new members joining the Association. We represented Employers on various fora locally, regionally and internationally where we presented issues of interests on behalf of employers. The Annual General Meeting (AGM), Management Board and Division Meetings were held as planned.

I welcome you to read through this Annual Report and see what the Association has achieved in 2018. Once again I wish to thank all of you for the support accorded to the Association and encourage members to continue paying their annual subscription in order to support the Association to implement its core mandate of serving members.

Thank you and I look forward to your continued support.

**Ms. Jayne Nyimbo-Taylor**

**ATE Chairperson**



## Chief Executive Officer's Message



Dear Members and Stakeholders,

On behalf of the Secretariat, I am humbled to welcome you to go through what we were able to achieve for 2018. Thank you for trusting us to continue to serve you and represent your collective voices in decision making bodies, a role that we played fairly well throughout the year. I will give you an overview of what transpired in the year under review for you to remember and see the value of your membership which is crucial for your continued support to ATE.

In 2018, ATE continued to advocate for friendly business environment that is important in reducing costs of doing business in all employment and labour related issues. ATE prepared and designed a summary of the Blueprint for Regulatory reforms that is being used to extend policy proposals for a pro-business framework in the country. The summary was one of the key documents disseminated during the 2018 AGM and is available at the Secretariat.

ATE continued to advocate against multiplicity of taxes, charges and fees that are affecting businesses such as Work/Residency, OSHA fees etc. The move to merge the Social Security Funds into two for better portability and ATE now sits on both Security Schemes to represent our members, NSSF for Private employers and PSSSF for Public members.

In addition to the usual services that we have been doing for our members, in 2018 I am happy to mention that the 1<sup>st</sup> Annual Leadership Conference was finally conducted as part of ATE Female Future Programme that aims at strengthening Gender Equality in the workplaces, improve women's representation in the Management, decision making processes as well as draw women to the top positions of private and public sectors. The conference was well attended and attracted attention of Corporate CEOs, stakeholders and graced by Hon. Minister responsible for Labour and Employment. During this Conference, a total of 30 Ladies from about 17 Companies graduated.

ATE Business Plan 2019-2021 was reviewed which placed a heavy need on sustainability of the Association and the need to think out of the box. The strategy envisages the need for the Secretariat to value the services it offers to its members, increase the low fees that have existed for years and come up with strategies on how to make ATE sustainable.

We continued to offer Industrial relations and Legal service, Training and seminars, support Employers on Health and HIV&AIDS service where 1200 VCT campaigns were conducted to 100 companies leading to 1,500 participants receiving voluntary counselling and testing. Networking Events that added knowledge to Employers such as Employer of the Year Award where for the first-time Anglo Gold Ashanti Geita Gold Mine (GGM) became the overall winner, Annual General Meeting as well as Chinese Employment and labour Compliance Meetings were successfully held and well attended.

Kindly take the time to peruse through this Annual Report Publication for a better summary otherwise the Association Issues Monthly newflash on current information in addition to time to time information sent through email and ATE social Media channels to keep members up to date on what the Association is doing on their behalf.

Thank you and wishing you all the best in your endeavors!

**Dr. Aggrey K. Mlimuka**

**CHIEF EXECUTIVE OFFICER**

# Management Board Members



**CHAIRPERSON**  
**Ms. Jayne Nyimbo-Taylor**  
 Cartrack Tanzania



**VICE-CHAIRPERSON**  
**Mr. Felix Kagisa**  
 West Security Mwanza



**IMMEDIATE PAST CHAIRPERSON**  
**Hon. Almas Maige (MP)**  
 SSTL Group



**IMMEDIATE PAST CHAIRPERSON**  
**Adv. Cornelius Kariwa**  
 Kariwa & Company Advocate



**CHIEF EXECUTIVE OFFICER & SECRETARY TO THE BOARD**  
**Dr. Aggrey K. Mlimuka**



**Mr. Sanjay Rughani**  
 Standard Chartered Bank



**NORTHERN ZONE CHAIRPERSON**  
**Joyce Mullings**  
 International School Moshi



**Mr. Jones Sikira**  
 Tea Association of Tanzania



**Mr. Eric Sambu**  
 SGA Security



**Ms. Amelye Nyembe**  
 TOTAL Tanzania



**Ms. Rifai Mkumba**  
 East African Cables



**Ms. Janet Lekashingo**  
 ACACIA



**Mr. David Magese**  
 Tanzania Breweries Ltd.





**Mr. Kabeho Solo**  
Crystal Human Capital



**Ms. Stella Katende**  
Social Action Trust Fund



**Ms. Bertha Minja**  
WWF Tanzania



**Mr. Jaffary Ally**  
TPC Ltd.



**Mr. Christopher Kazinja**  
FNB Bank



**Mr. Albert Katagira**  
Tusiime Holdings



**Mr. Kara Remtullah**  
S&M Security Services



**Ms. Nura-Lisa Karamagi**  
Hotel Association of Tanzania



**Mr. Samuel Mtoni**  
Ernst & Young



**Ms. Fatma Msofe**  
Dalbit Petroleum



**Ms. Margareth Chacha**



**Mr. Janson Huang**  
Group Six International



**Dr. Ellen Mkondya Senkoro**  
Benjamin Mkapa HIV/AIDS



**Mr. Sabasaba Moshingi**  
Tanzania Postal Bank (TPB)



**Mr. Calvin Mlingi**  
Shanta Mining



**Ms. Peruzy Roche**



**Ms. Kabula Makoye**



# ATE Secretariat



**Dr. Aggrey K. Mlimuka**  
Chief Executive Officer



**Suzanne Ndomba-Doran (Adv.)**  
Head of Legal Services



**Joyce Nangai-Ibengwe**  
Head of Projects



**Immaculatha Nkya**  
Head of Finance



**Peter Ngowi (Adv.)**  
Principal Legal Advisor



**Avitus Rugakingira (Adv.)**  
Senior Legal Advisor



**Mercy Grace-Seuya (Adv.)**  
Senior Legal Advisor



**Anabahati Mlay**  
Female Future Coordinator



**Hellen Mkwizu**  
Health and HIV/AIDS Officer



**Emmanuel Ikongwe**  
Accountant



**Conrad K Mulisa (Adv.)**  
Senior Legal Advisor  
(Lake Zone)



**Eric Stanslaus Swai (Adv.)**  
Legal Advisor (Northern Zone)



**Emanuel Maige (Adv.)**  
Legal Officer



**Neema Mbogo**  
Female Future Officer



**Patricia Chao**  
Membership & Marketing Manager



**Albert Rukeisa**  
Training Coordinator



**Dan Sora Tandasi**  
Economist



**Rhoda Mbenea**  
Assistant Accountant



**Selestine Leonard**  
Senior Membership Officer



**Yunge Kanuda**  
Communications Officer



**Stanslaus Belea**  
Training Officer



**Pendo Mgaya**  
Training Assistant



**Betty Mwakalinga**  
Executive Assistant



**Agape Sanga**  
Apprentice Membership



**Witness Mollel**  
Membership Officer -  
Lake Zone



**Juma Kinyogoli**  
Driver



**Greyson Mlahagwa**  
Driver



**Chuli Ramadhani**  
Office Assistant

## ATE Vision

The most preferred Organization addressing the evolving business needs of employers in Tanzania.

## ATE Mission

To represent and Advocate for the business interest of employers.

## About ATE

The Association of Tanzania Employers (ATE) is the most representative Employers' Organization in Tanzania which was formed in 1960, it is currently registered under Employment and Labour Relations Act, 2004 to represent the interest of Employers on Labour and Employment issues.

The Association represents employers in all sectors of the national economy excluding the civil service. ATE Membership currently stands at 1,400 direct members and 7,500 indirect members drawn from private business firms, companies and some parastatal organisations.



## Services Offered

- Industrial Relations
- Representation at CMA and Labour Court
- Research, Policy and Advocacy, Lobbying
- Seminar and Training
- Information and Publications
- Consultancy on HR issues
- Consultancies on Employment Taxation
- Recruitment Service
- Processing of Work/ Residence Permits
- Networking Events such as EYA, AGM etc

## Ongoing Projects

- Customized Workplace Health Programmes
- Female Future Programme
- China Africa Programme
- Disability Inclusion at work place
- Global Apprenticeship Network (GAN)
- Social Dialogue

## OUR MAIN PARTNERS

LOCALLY	✓ Prime Ministers Office- LYED	✓ PSSSF	✓ WCF	✓ CCBRT
	✓ TUCTA	✓ NSSF	✓ LESCO	✓ NACTE
	✓ TPSF	✓ SSRA	✓ OSHA	✓ VETA
REGIONALLY	✓ SADC Private Sector Forum (SPSSF)			
	✓ Business Africa			
	✓ East African Business Council (EABC).			
	✓ SADC Private Sector Forum (SPSF)			
	✓ Founding member - East African Employers' Organisation (EAEO)			
INTERNATIONALLY	✓ International Labour Organisation (ILO)			
	✓ International Organisation of Employers (IOE)			
	✓ Confederation of Norwegian Enterprise (NHO)			
	✓ China Enterprise Confederation (CEC)			
	✓ Dutch Employers Cooperation Programme (DECP)			
	✓ CEFA NGO			
	✓ Global Apprenticeship Network (GAN)			

## WHY JOIN?

- Advisory and Representation on Employment and Labour Matters
- Networking for visibility and Business opportunities
- Creating and maintaining conducive working environment
- Participation in Employer of the Year Award (EYA)
- Eligibility to attend Meetings and Forums
- Timely information and Communication on relevant issues
- Compliance with local and International standards
- Discounts on ATE paid for services
- Free legal advisory services

## How to Join

Step 1

Fill in Membership Application form

Step 2

Attach required documents with payment detail/proof

Step 3

Submit to ATE for further action





## Courier

SGA Courier provides a range of professional and efficient courier services within a large network of branches, depots and drop off points across Tanzania.



## Canteen Management System

SGA provides accurate, effective and real-time canteen management solutions. This system maintains transaction records, current balance, preferred items and much more.



## Fleet Management and vehicle tracking

SGA uses GPS and Satellite systems to monitor installed units at the 24-hour operational Control Room where all alerts are logged and reported including Geofencing, remote locking, immobilization and route monitoring.

## Get secured in 3 easy steps

### 1. LET US CALL YOU

Send us a request and we'll call you and help you assess your security needs.

### 2. FREE SURVEY & QUOTE

Receive a free security quotation on the phone or at your location from one of our security experts.

### 3. INSTALLATION

With our professional installation team you'll be setup with our world-class security services within minutes.

## Security Matters

+255 784 555 470-71 / +255 754 303 076

[info@tz.sgasecurity.com](mailto:info@tz.sgasecurity.com)

[www.SGAsecurity.com](http://www.SGAsecurity.com)



## Labour Relations & Legal Consultancies

**For all your Labour matters and Legal Representations**



### What we offer

- ▶ Quality and strategic advice
- ▶ Practical and focused solutions
- ▶ Free short legal advice to members.
- ▶ Representation at the Commission for Mediation and Arbitration and Labour Court
- ▶ Consultancy on Retrenchment and Redundancy procedures.
- ▶ Consultancy on Disciplinary Hearing Procedures.
- ▶ Employment Contracts Review and drafting of Documents such as, HR Handbooks, Manuals and Policies Succession planning policies etc.

***Industrial relation issues are handled strategically for the betterment of the employers in Tanzania.***

- ▶ Moderate Collective Bargaining Agreements.
- ▶ Taxation on Employment.
- ▶ Audit on compliance and HR best practice with employment law.
- ▶ Company Registration
- ▶ Work permits (compliance, and permit processing).



## Industrial Relations and Legal Consultancies

In 2018 ATE continued to provide advisory and representation services to members by providing effective solutions to workplace employment issues in different areas like disciplinary issues, performance, contract and termination procedures.

Approximately 9,800 compared to 7,500 enquiries in year 2017, most of the enquiries were on social security due to the implementation and the merger of Social Security funds and on retrenchment as employer reduced quite a number of workforce due to economic reasons. Work permits application procedures was another area which was of concern to employers.

Employers continued to reduce workforce for different reasons including economic and therefore the legal team provided advice on proposed handling of termination of employment by operational reasons.

ATE represented members before CMA, High Court (Labour Division) in Dsm, Tanga, Mwanza, Arusha, Kilimanjaro, Mbeya, Mtwara, Tabora and Musoma.

ATE provided and moderated Collective Bargaining Agreements between employers and trade unions for effective industrial relations and Organisational rights. Also reviewed different employment policies.



Join the thousands of intelligent businesses, government ministries and parastatals that use Cartrack's superior technology to reduce operational costs, increase productivity, manage their drivers and combat car theft.

Cartrack Tanzania Limited has customised solutions to enhance your vehicle management.



**CONTACT US NOW!**

+255 699 783 711 | [sales@cartrack.co.tz](mailto:sales@cartrack.co.tz) | [www.cartrack.co.tz](http://www.cartrack.co.tz)





## Research and Policy Advocacy

“ Represent and protect the interest of employers ”



### Policy advocacy issues

- ✓ Gaps on Labour Laws
- ✓ Skills and Development Levy (SDL)
- ✓ Multiplicity of regulatory agencies and regulations
- ✓ Social Security Issues
- ✓ Multiplicity of Taxes, Charges and Fees
- ✓ Skills Development
- ✓ Minimum Wages
- ✓ Labour Productivity
- ✓ Taxes on Salaries
- ✓ Work/ Residents Permits

### Policy advocacy achievements

- 1 Reduction of OSHA Levy from TZS 2,000,000 to TZS 1,000,000 imposed on Salt producers and abolishment Registration fee for Salt mining centre;
- 2 Reduction of the Corporate Income Tax rate from 30% to 20% for new investors in the Pharmaceutical and Leather industries for five years starting from year 2018/19 up to 2022/23
- 3 Reduction of tax on salaries (Pay as You Earn-PAYE) from 11 percent to 9 percent in year 2016. This puts employers at a good position when negotiating salaries with their prospective employees
- 4 Reduction of Skills and Development Levy (SDL) from 6 percent to 4.5 percent, there are ongoing advocacy efforts aimed at lowering the levy down to 2 percent.

## Research and Policy Advocacy

As a national body of employers, ATE is mandated to promote the interest of business interest on all employment and labour matters, has continued to play this important role since 1960. We conduct studies and researches on critical issues that matter to employers so as to influence government policies and legislation for creating a favorable business environment for our members and employers in general.

*ATE does this through engaging the government and relevant stakeholders to influence practical policies for employers.*

The first part of this area covers the Association's Research and Policy Advocacy role, the second part provides an economic brief that entails information on selected macro-economic indicators and finally the third part specifically provides a brief description of the employment and labour situation in Tanzania

### i) ATE'S Research and Policy Advocacy role

During the year 2018, ATE continued to advocate for a friendly business environment that is characterized by low costs of doing business particularly in areas of employment and labour. The Association continued to cooperate with social tripartite partners and other private sector stakeholder in order to achieve the aforementioned objective.

ATE conducted a study on minimum wage setting in Tanzania that focuses on evidence of impacts, wage review approaches and advocacy strategies. The study will be useful for the Association in the envisaged negotiations in both the Minimum Wage Board and the Labour and Employment Social Council (LESCO)

The new **Business Agenda (2019-2022)** which is a tool for lobbying and advocacy that provides guideline on advocacy issues for a conducive business environment was approved by the Board in 2018. The issues that ATE continues to advocate include but not limited to the following:

- Reduction of Skills development Levy from 4.5% to 2%
- Reduction of fees for residence permits and work permits
- The amendment of NSSF Act, on the definition of 'salary' for the contribution of pension from gross salary to basic like PSSSF.
- The challenge on fixed term contract to be issued for not less than 12 months, which affects employers who

are donor funded and does not support employment for short terms.

- Non-discrimination on Workers Compensation Fund's contribution rate between public (0.5 percent) and private sector (1 percent)
- The duration of the permit for the investors does not attract foreign investments as some of them take more than 10 years to realize profits.
- Consistency and clear information on Business Visa information at the Immigration desk at our International Airports.
- An efficient institutional arrangement that will have Vocational Education and Training system provide demand driven training.
- Promotion of apprenticeship and internship as part of work readiness programs with the view of boosting skills development in the economy.
- Reduction of multiplicity of taxes and regulatory agencies

*Recent studies that ATE conducted in collaboration with other partners*

- Skills development in East Africa conducted by East Africa Employers Organization in collaboration with ATE (2017- published)
- Labour Market Management Information System for workers and Employers conducted by ATE and TUCTA (2018-unpublished)

*Upcoming studies/ Studies that are currently ongoing*

- Skills Mismatch Survey in Tanzania (with the support from ILO and DECP)
- Challenges and the Governance Structure of Technical and Vocational Training
- Evaluation of Apprenticeship initiatives in Tanzania

## ii) Economic Brief

### Economic Growth and inflation

According to the National Economic Survey 2018, the economy grew at 7.0 percent in year 2018 compared to 7.1 percent growth rate in 2017. The growth was largely contributed by increase of investment in infrastructures. Stabilization of electricity supply, strengthening of transport services and favorable climate for Agriculture. On the other hand, Inflation averaged 3.5 percent in 2018 compared to the average annual inflation of 5.3 percent in 2017.

### National Budget for 2019/20

During the recently read national budget for financial year 2019/20, the government proposed a budget of TZS 33.1 trillion out of which TZS 22 trillion or 67 percent will be domestic revenues and the remaining 10.9 trillion or 33 percent will be LGAs own sources, external grants and loans and domestic and external non-concessional loans. On the other hand the government plans to expend TZS 12.2 trillion or 37 percent of the total budget on development and the remaining 20.8 or 63 percent of the budget on recurrent activities (Table 1). The budget statement read indicated the government intention to reduce some charges fees and levies that have been expensive to employers operating in Tanzania as pointed out in the Blueprint for on regulatory reforms to improve the business environment.

**Table 1: Summarised Budget Highlights for the Financial Year 2019/21**

	FY 2018/19	FY 2019/20	YOY change %	Proportion of Total Budget
<b>Total Budget</b>	32.48	33.1	2%	
<b>Domestic Revenues</b>	20.1	22.2	10%	67.1%
<b>Other Sources of Revenues</b>	12.3	10.9	-11%	32.9%
<b>Development Expenditures</b>	12	12.2	2%	36.9%
<b>Recurrent Expenditures</b>	20.4	20.8	2%	62.8%

Source: Minister of Finance Budget Speech and ATE's Analysis

### Price Stability and Credit to the Private Sector

The government through the central bank continued to pursue accommodative monetary policy in order maintain a business friendly price stability and promotion of credit to the private sector. The Bank implemented the policies

through maintaining the Statutory Monetary Reserve at 8 percent (that was revised down from 10 percent in 2015) and further reduction of the discount rate to 7 percent from 9 percent during the first half of 2018/19. On the other hand credit to the private sector continued to improve reaching the annual growth rate of 4.9 percent in December 2018 compared with 4.0 percent registered in December 2017.

### The Industrialization Agenda

Tanzania aspires to utilize industrialization as a conduit towards achieving middle income status by 2025 this is according to the national Five Year Development Plan (2016/17 to 2020/21). It is in light of this fact that the 5<sup>th</sup> phase government has made industrialization a priority since coming to power in 2015 and as a result of this industrial drive establishment of multiple industrial plants have been established in the economy.

### Positive policy Changes implemented as a result of Advocacy of pursued by ATE' in collaboration with other stakeholders

#### Implementation of some Blueprint Recommendations

In year 2018 the Association implemented activities aimed at promoting effective implementation of the Blueprint on Regulatory Reforms to Improve the Business Environment. The advocacy has led to scrapping of some nuisance fees and charges as follows:

- Reduction of at least five fees that were being charged by the Occupational Safety and Health Authority (OSHA). The fees include:-
  - o Fees for application form for registration of working places (TZS 2000/=)
  - o Levy on registration of working places that ranges from (TZS 50,000/= to TZS 1,800,000/=),
  - o Lack of Fire and Rescue equipment fine (TZS 500,000/=)
  - o Compliance license fees (TZS 200,000/=) Consultancy Fees (TZS 450,000/=)

ATE continues to advocate for Employers interests by advocating for issues outlined in its Business Agenda for 2019 to 2022. Specifically, the Association continues to advocate for the reduction of cost of labour (*estimated to range between 35 percent to 45 percent<sup>1</sup>*) in the economy get reduced

<sup>1</sup> ATE study and Analysis.

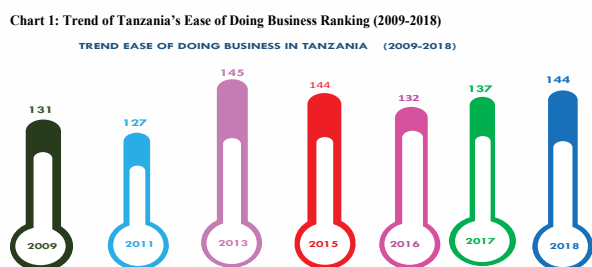


### Persistent challenges facing the Tanzanian economy

Despite various reforms conducted the economy continues facing several challenges that includes but not limited to the following;

- High cost of doing business especially when compared to other economies in the region- Tanzania is ranked 144 out of 190 economies according to the World Bank doing business report of 2018 (Chart 1)
- High urban youth unemployment and Skills gap and mismatches
- Unpredictable policy and Multiplicity and or overlapping of regulatory institutions mandates and

**Chart 1: Trend of Tanzania's Ease of Doing Business Ranking (2009-2018)**



Source: World Bank Ease of Doing Business reports (2009-2018)

### III EMPLOYMENT AND LABOUR SITUATION IN TANZANIA

#### The Population Profile

Tanzania has an estimated population of at least 56<sup>2</sup> million persons in 2018 and with a 3 percent annual population growth rate and 44 percent of the population estimated to be below the age of 15; the country is considered to be having a young population. On the other hand, majority of Tanzania live in rural areas and have primary level education with very few people holding tertiary education. Again, unemployment was reported to be at 10.3 percent in 2014 and the rate is quite high among youth living in urban areas.

#### Employment in the Formal Sector

According to the Formal sector Employment and Earning Survey for 2016 published in 2018, a total of 2.5 Tanzanians were employed in the formal sector out

of which 1.7 million or 67 percent were employed in the sector and the remaining some 850,000 employed in the public sector. However the trend of formal sector employment has been declining between year 2012 and 2016 (Chart 2)



Source: Formal Sector Employment and Earnings Survey Reports (2012- 2016) - National Bureau of Statistics

#### The Skills Gap in Tanzania

According to the National Five Year Development Plan, 2016/17 – 2020/21 FYDP in year 2014/15, Tanzania aspires to expand the annual number of graduates and fix the skills gaps and mismatch that exist in the economy. On the other hand employers are concerned about lack of soft and behavioral skills, limited number of graduates with non-science and mathematics backgrounds and limited self-employment skills among most of graduates.

Tanzania is still wanting in terms of quantity of skills and their relevance in the market. Availability of adequate skills will enhance the country's industrialization aspirations and increase its competitiveness in the world that is currently ranked at 120 out of 140 countries in the world in terms of skills development (Chart 4)

**Chart 4: Comparison of Skills Development Ranking –Global Competitiveness Report 2018**



Source: Global Competitiveness Report 2018

2 The estimate is based on NBS projections 2019



## Training and Development

Since 1960 ATE has been developing In-House and Public training programmes that has helped Employers to perform better even in the most challenging economic situation.

- **45+** Training Programmes conducted yearly
- **1000+** professionals trained each year
- Conducting Public and In-House Training programmes to meet the evolving business needs
- Multiple In-House training programmes as per Employers need
- Discounted rates for ATE Members

***We Analyse, Develop, Train and Evaluate***



## Training and Development

During the year 2018, the Association offered training to employers to ensure that they were fully equipped with the necessary knowledge and useful tools to solve Labour disputes at the workplace. These seminars and training were conducted in various regions in Tanzania

In supplementing the burning employers' needs, the training programmes were developed and delivered in line with the prevailing business requirements. A total of 43 programmes both in-house and public were conducted to 986 participants.

In 2018, ATE had eleven (11) new training programmes which were published in our Training Calendar of 2018, *Managing Poor Performance, Effective Leadership Skills, Finance Management for Non-Financial Managers, Strategic*

*roles of HR for today's Organisations, Training of Trainers/ Learning and Development, Employee Engagement, Managing Workplace Conflicts, Competency Based Recruitment, selection and Induction, Supervisory Skills and Public Services Laws*

Training desk is committed to diversify its service portfolio to reach more members/training clients and always ahead of the game to beat the emerging competition while improving service quality and Return on Investment (RoI) to its clients.

### PUBLIC & IN-HOUSE TRAINING PROGRAMMES CONDUCTED IN 2018

- |  |   |   |  |
|--|---|---|--|
| 1. Life Beyond Buzwagi   | 11. Training of Trainers/<br>Learning Development                               | 22. HR Metrics and Data<br>Analysis   | 33. Self-management and<br>Leadership skills   |
| 2. Management of<br>Employment<br>Contracting and Staff<br>Separation        | 12. Management of<br>Employment Contracting<br>& Staff Separation               | 23. Workers' Compensation<br>Act 2008 and its<br>regulation                                       | 34. Train the Trainers   |
| 3. Workplace Standards<br>and Labour laws<br>Compliance in Tanzania          | 13. Strategic Roles of HR for<br>Today's Organisation                           | 24. Effective Leadership<br>Skills  | 35. Effective Handling of<br>Disciplinary Procedures<br>& Chairing of Hearing<br>at the Workplace  |
| 4. Negotiation Skills for<br>Collective Bargaining                           | 14. Effective Handling of<br>Disciplinary Procedures &<br>Chairing of Hearing   | 25. Managing Poor<br>Performance  | 36. Effective Handling of<br>Disciplinary Procedures<br>& Chairing of Hearing<br>at the Workplace  |
| 5. Effective Handling of<br>Disciplinary Procedures<br>& Chairing of Hearing | 15. Effective Handling of<br>Disciplinary Procedures &<br>Chairing of Hearing   | 26. Managing Poor<br>Performance  | 37. Planning for Retirement<br>and Entrepreneurship  |
| 6. Talent Management,<br>Career & Succession<br>Planning                     | 16. Finance Management for<br>Non- Financial Managers                           | 27. Managing Poor<br>Performance  | 38. Workers Compensation<br>Act 2008 and Its<br>Regulations  |
| 7. Managing Workplace<br>Conflicts   | 17. Workplace Standards and<br>Labour Laws Compliance<br>in Tanzania            | 28. Negotiation Skills for<br>Collective Bargaining   | 39. HR Metrics and Data<br>Analysis  |
| 8. Effective HR Planning,<br>Recruitment, Selection<br>& Induction           | 18. Effective Leadership<br>Skills  | 29. Effective Handling of<br>Disciplinary Procedures<br>& Chairing of Hearing<br>at the Workplace | 40. Workplace Standards<br>and Labour Laws<br>Compliance in Tanzania                               |
| 9. Effective Handling of<br>Disciplinary Procedures<br>& Chairing of Hearing | 19. Effective Supervisory<br>Skills   | 30. Labour Laws & Labour<br>Laws Compliance   | 41. Human Resources<br>Metrics and Data Analysis   |
| 10. Public Service Laws &<br>Employment Challenges<br>Associated             | 20. Customer Service<br>Excellence  | 31. Effective Handling of<br>Disciplinary Procedures<br>& Chairing of Hearing<br>at the Workplace | 42. Effective Handling of<br>Disciplinary Procedures<br>& Chairing of Hearing<br>at the Workplaces |
|  | 21. Effective Handling of<br>Disciplinary Procedures &<br>Chairing at Workplace | 32. Talent Management &<br>Succession Planning  |  |



### ATE TRAINING CALENDAR – 2019

CODE	PROGRAMME TITLE	OBJECTIVE & CONTENT
<b>LEGAL &amp; INDUSTRIAL</b>		
ATE.T01	International Fundamental Labour Standards and Labour Laws Compliance in Tanzania	The course gives grounding in key aspects of the current employment laws applicable in Tanzania and general International Labour standards
ATE.T02	Grievance Handling Procedures and Dispute Resolution	This training aims to equip you with knowledge and practical skills and techniques in handling grievance procedures, mediation and arbitration in the World of Work
ATE.T03	Overall Understanding of Public Service Act and its Disciplinary Procedures	Participants will be taken through the Public Service Laws that will guide them on disciplinary procedures and many other challenges on the Laws
ATE.T04	Management of Employment Contracts and Termination of Employment	The programme aims at imparting relevant skills in managing employee contracts & staff redundancy/separation. Terms of employment, rights & obligations, staff termination, redundancy process & the law, discipline management, payment of staff terminal benefits
ATE.T05	Effective Handling of Disciplinary Procedures & Charing of Hearing at the Workplace	The programme aims at imparting relevant skills on the law, art and practice of handling staff discipline and grievance issues at the workplace.
ATE.T06	Proper Procedures on Termination of Employment	This programme aims at equipping participants with adequate knowledge on employment life cycle and proper guidelines in managing all forms of employment termination including proper procedures for retrenchment.
ATE.T07	Workers Compensation Act 2008 and Its Regulations	This programme aims at imparting practical skills for smooth implementation of the scheme. Application, obligations, right to compensation, claims procedure, types of benefits and dispute settlement procedures arising in the process
<b>MANAGEMENT</b>		
ATE.T08	Effective Leadership Skills	This Training programme intends to evaluate the Leadership Skills and Leadership styles for Middle Managers and equip new Managers with Modern Business Leadership models and most successful leadership style in today's business World
ATE.T09	Effective Supervision and Managing Performance at the Workplace	Equipping supervisors with bolts and nuts on effective supervising and Performance Management that defines the business bottom line.
ATE.T10	Managing Poor performance and Performance Development	The programme targets to impart skills on managing & measuring performance in organizations. Managing staff performance & management, annual performance cycle, staff motivation, Balance Score Card & exit of poor performers
ATE.T11	Human Resources Metrics and Data Analysis	This programme will explore how best HR Measurements can transform HR departments into strategic partners for performance improvement and efficiency maximization.
ATE.T12	Effective HR Planning, Recruitment, Selection & Induction	This programme aims at imparting best practices in the value chain of manpower planning to induction process, making sure that you recruit and retain the proper talent in the organization
ATE.T13	Talent Management for the New Millennial and Succession Planning	This programme aims at imparting best practices in the management of the right talents in the organizations, retention of the higher fliers and the whole process of managing the careers up the ladder
ATE.T14	Finance Management for Non - Finance Managers	To equip participants with the knowledge of finance, in order to effectively manage the business organisation, understand the concepts, language and basic rules of accounting and finance, build confidence in applying the practical financial tools learnt to evaluate investment, finance and make other business decisions; and analyse accounting data, evaluate strategic options and interpret corporate financial performance.-business environment.
ATE.T15	Managing Training and Development Function	Preparation of training Plan, training implementation, delivering training to internal staff and Training Evaluation. Participants will be able to analyse and measure training contributions to the success of the organisation.

**KEY:**

**DAR ES SALAAM**

**ARUSHA**

**TANGA**

**MOROGORO**

**MWANZA**

**IN-HOUSE TRAININGS:**

Apart from the scheduled programmes, we also offer in-house trainings for the following courses, among others:

**PROGRAMME TITLE**

- Negotiation Skills for Collective Bargaining
- Collective Bargaining at Workplace
- Charing of Disciplinary Proceedings at Workplace
- Supervisory Development
- Effective Leadership Skills
- Strategic Management

- Corporate Governance
- Sexual Harassment at Workplace
- HIV & AIDS Peer Educators & Facilitators
- Developing Human Resources
- HR for non-HR Managers
- Customer Care
- Managing Organisational Change

## PUBLIC TRAINING PROGRAMMES

Duration	Cost TShs. Members	Cost Tshs. Non - Members	Location	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
<b>RELATIONS PROGRAMMES</b>															
5	1,000,000	1,200,000	DSM			11-15									
			Morogoro				13-17								
			Tanga											18-22	
2	500,000	650,000	DSM		27-28										
3	700,000	850,000	Morogoro					29-31							
			DSM												04-06
3	700,000	850,000	Arusha				10-12								
			DSM						12-14						
2	500,000	650,000	Morogoro							11-12					
			Arusha										10-11		
			DSM		14-15										
2	500,000	650,000	Mwanza								15-16				
3	700,000	850,000	Morogoro										11-13		
<b>PROGRAMMES</b>															
3	700,000	850,000	Tanga										25-27		
3	700,000	850,000	Morogoro			27-29									
1	300,000	400,000	DSM				25								
			Arusha									30			
2	500,000	650,000	Morogoro					07-08							
5	1,000,000	1,200,000	Tanga							24-28					
2	500,000	650,000	Morogoro										24-25		
3	700,000	850,000	DSM											6-8	
3	700,000	850,000	Tanga								24-26				

FOR MORE  
INFORMATION  
CONTACT:

Albert Rukeisa, Training Coordinator, +255 22 2780022/3 +255 683 932 30  
rukeisa@ate.or.tz, albert.rukeisa@gmail.com, info@ate.or.tz ,training@ate.or.tz

- Culture and Diversity Management at the Workplace
- Customer Service Management
- Planning for Retirement and Entrepreneurship
- Finance For Non Finance Managers
- Self Management and Leadership Skills
- Overview on Labour Laws
- Performance Management

**NB:**

1. The quoted fee is per participant per programme and covers tuition, course materials, lunches, breakfast and a certificate of participation
2. All rates are VAT inclusive
3. Special discounts: 3 – 4 delegates - 5% discount, 5 - 8 delegates - 10% discount, ≥ 9 delegates - 15% discount
4. All the above programmes can be tailored to a specific organisation as in-house programmes



## Health and HIV/AIDS Support Services

“ A healthy workforce adds value to your organisation! ”



### ATE 's Role Towards Achieving the three 90s!!

- 90% of PLHIV know their status
- 90% of PLHIV have commenced & adhered on treatment
- 90% of PLHIV on treatment have suppressed viral infection

As the voice of employers and representative of private sector we support members and tripartite partners towards archiving national health agenda.

### ATE can assist your company on issues of

1. Non-Communicable Diseases
2. VCT at workplaces
3. Occupational Health and Safety
4. Fighting Stigma and Discrimination
5. Workplace Coordinators Training
6. Peer education training
7. Workplace Health Policy Development and review
8. Promotional activities



## Health and HIV/AIDS Support Service to Private Sector

ATE's role as a representative of the Private Sector on Health and HIV/AIDS was renewed for the next period of three years. This shows our efforts trust in this area and ATE will continue to support employers on various Health and HIV related issues such as sensitised on the essence of Workplace Programmes. Conducted **200** VCT campaigns to **100** employers whereby **1,500** people were voluntarily counseled and tested.

“Screen for HIV, Know your Status, Live longer”

Through collaborations with our partners, the Eastern African Coordinator for Swedish Workplace HIV and AIDS Programme (SWHAP), ILO, TUCTA, TACAIDS and ATE we have been organizing workshops on HIV/ AIDS at workplaces that ensures compliance and reduction of work related stigma and discrimination at workplaces.

Implementation of workplace programmes increases productivity due to promotion of healthy and motivated workforce which is an important ingredient in the national development.

ATE also participated in the World AIDS Day which at the national level was commemorated in Dodoma Region under the theme “Screen for HIV, Know

your Status, Live longer”. The event was attended by Hon. Kassim Majaliwa (MP), Prime Minister of the Republic of Tanzania; Hon. Jenista Mhagama (MP), Minister of State, Prime Minister's Office Policy, Parliament, Labour, Youth, Employment and PWD; Hon. Selemani Said Jafo (MP), Minister of State in President's Office, Reginal Administration and Local Government, TACAIDS Executive Director, Dr. Leonard Maboko together with the Private sectors Coordinators at National level.

ATE took part in the commemoration of World Day for Safety and Health at work. The event was held at Iringa Region and it was guided by the theme “Generation Safe and Health for Industrial Economy”.



# Membership and Networking Events



## Membership and Networking Events

**1,400+** direct members  
**7,500+** indirect members

The Association serves employers consisting of large, medium, small and Micro enterprises spread across all sectors of the national economy. Members are recruited from Private companies and Public parastatals.

### Our Services

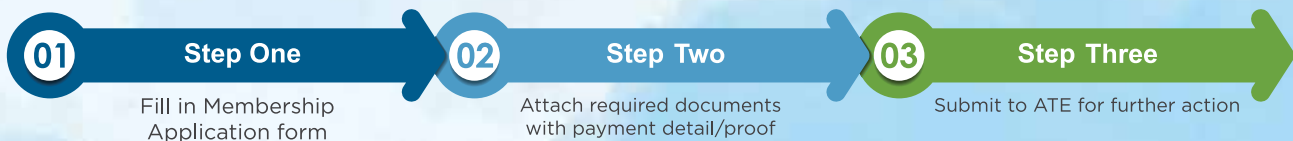
- Industrial Relations
- Representation before CMA and Labour Court
- Policy, Research and Advocacy
- Training and Seminars
- Consultancies on HR issues
- Consultancies on Employment Taxation
- Recruitment Service
- Information and Networking
- Processing of Work/ Residence Permits
- Industrial Relations
- Female Future Programme.



### WHY JOIN US?

- 1 Creating and maintaining conducive working environment
- 2 Networking for visibility and Business opportunities
- 3 Guidance on Employment and Labour standards
- 4 Participation in Employer of the Year Award (EYA)
- 5 Timely information and Communication on relevant issues

### How to Join



## List of New Members for 2018

1. CV People Africa
2. African Kitchen Co. Ltd
3. Arusha Region Express Co-operation Society Ltd
4. Union of Tanzania Press Clubs
5. Simbanet (T) Ltd
6. Takims Holidays Tours & Safaris Ltd
7. Staffing Solutions (T) Ltd
8. CMC Rent-A-Car (EuropCar)
9. Bravo Logistics (T) Ltd
10. Petroleum & Industrial Services (T) Ltd
11. Mipa Co. LTD-Hotel
12. Elite Career Choices
13. Tulia Boutique Hotel
14. Picasso Restaurant Co. Ltd
15. EAC Logistics Solutions Ltd
16. Tanzania Printers Ltd
17. Murzar Wilmar E.A Ltd
18. Sagcot Centre Ltd
19. Heaven Logistics(T) Ltd
20. Quality Food Products Ltd
21. Amend Org (T)
22. BM Telecoms co.ltd
23. Jdeesent Enterprises
24. Helvetas Swiss Intercooperation
25. Biabana Ltd
26. PCCI Tanzania Limited
27. Oasis Young Plants Ltd
28. Tanzania Agriculture Development Bank (TADB)
29. MM Signs Ltd
30. Soaring Co. Ltd
31. SAINT GASPER CONFERENCE CENTRE
32. Empower Limited
33. Africa Bridge
34. Be U Worldwide (T) Ltd
35. Segerea Enterprises
36. Billtrade Limited
37. The Center For Counseling Nutrition & Health Care
38. St. Aloysius Girls Secondary School
39. Habari Node Ltd
40. Ibero Coffee Trading Ltd
41. EAS Tanzania Ltd
42. Metropolitan (T) Life Assurance
43. GCS (T) Ltd
44. Melva International Ltd
45. Sunbelt Textile Co. Ltd
46. Star Oils Tanzania Ltd
47. Best One Limited
48. 21st Century Textiles Ltd
49. Empower Limited
50. 21st Century Food & Packaging Ltd
51. Maurel & Prom Exploration Production (T) Ltd
52. Digital Grid Inc
53. The Foundation for Tomorrow
54. Willows International Tanzania Limited
55. Earth Sciences Institute of Shinyanga
56. Samfrost East Africa Limited
57. Powergen Renewable Energy Limited
58. Tujjenge
59. ICT Pack Solutions Ltd
60. Lindam Group Ltd
61. Tanzania Communication Regulatory Authority.
62. Trade Aid Tanzania
63. Picasso Restaurant co.ltd
64. Vasso Agroventures Ltd
65. International Executive Service Corps (IESC)
66. Prince Pharmaceuticals Co. Ltd
67. China Civil Engineering & Construction
68. Dar Ceramica Centre
69. Express Chattering & Shipping Ltd
70. Travel port services ltd
71. DSM International Academy
72. AKM Glitters Co. Ltd
73. Legal Services Facility



# Membership and Networking Events





## Membership and Networking Events





# High Level Workshop & 59<sup>th</sup>

The 59<sup>th</sup> Annual General Meeting (AGM) of ATE was successfully held in 2018 and was attended by more than 200 participants. The AGM was presided by a high-level workshop under the topic “*Blueprint for Regulatory Reforms to improve Business Environment*” which has areas that have been pointed out that increase the cost of doing business. High Level Workshop was graced by the former Permanent Secretary, Prof. Elisante Ole Gabriel who represented Hon. Charles Mwijage (MP) the then Minister for Industry, Trade and Investment. The workshop followed by the AGM was well attended by 118 participants including NHO.





# Annual General Meeting





# Employer of the Year Award



Employer of the Year Award

***Employer of the Year Award (EYA) is a major activity initiated and carried out annually by the Association of Tanzania Employers since 2005. Its purpose is to uplift human capital and human resources to make them play their lead role in business performance.***

Through EYA therefore, ATE seeks to promote and sensitize organisations which put people at the core of their businesses and have implemented policies, systems and processes that create and sustain enterprise competitiveness, productivity improvement alongside industrial peace and harmony.

The award is based on both a scientific and professional study of Functional human resources and people management among the leading corporations and high growth SMEs.



***Honoring best Employers who have excellent and best HR management practices!***

## WHY SHOULD EMPLOYERS PARTICIPATE

- ✓ Obtain feedback on status regarding Human Resources practices in their organization
- ✓ Benchmarking own organisation with peers
- ✓ Access to EYA Feedback Report for use in achieving best practices in various aspects of Human Resource Management
- ✓ Communicating confidence to stakeholders regarding the quality of Human Resource practices thus widening market share
- ✓ Encouraging development and adoption of best practices in all aspects of Human Resource Management
- ✓ Certificate of Participations to all Participants

## HOW TO PARTICIPATE

Participation is open to all paid up ATE members without any extra fee since it is an equal opportunity process and all members are encouraged to participate.

Normally the results of the annual EYA survey are announced at a special dinner gala and awards ceremony that is organised by ATE and jointly coordinated with the consultant.

The consultant is tasked not to disclose the results before the awards ceremony.



Employer of the Year Award

## Employer of the Year Award 2018

Employer of the Year Award 2018 was successfully carried out and was attended by more than 420 participants who included VIPs, CEO of different organisations, stakeholders, employers and members of the media. The event was graced by **Hon. Jenista Mhagama (MP)**, Minister of State in the Prime Minister's Office responsible for Policy, Labour, Youth, Employment and PWDs, accompanied by Deputy Minister in the Prime Minister's Office responsible for People with Disabilities, **Hon. Stella Ikupa (MP)** and Deputy Minister responsible for Labour, Youth and Employment, **Hon. Anthony Mavunde (MP)**. EYA event had good media coverage; we were reported on all leading newspapers, TBC, TVs, Radios and blogs.

**Participation  
rate for EYA  
2018 increased  
by 5% compared  
to previous  
year.**

### List of EYA 2018 Winners

EYA 2018 Overall Winner

**Winner: Geita Gold Mining Limited (GGM)**

**Award: EYA 2018 1st Runner-Up**

**Winner: Tanzania Breweries Limited (TBL)**

**Award: EYA 2018 2nd Runner-Up**

**Winner: Tanzania Cigarette PLC**

**Award: Best Large Enterprise**

**Winner: Geita Gold Mining Limited.(GGM)**

**Award: Best Medium Enterprise**

**Winner: Kilimanjaro SAR Limited**

**Award: Best Small Enterprise**

**Winner: Metl Agro Ltd**

**Award: Private Sector Winner**

**Winner: Geita Gold Mining Limited (GGM)**

**Award: Private Sector 1st Runner-Up**

**Winner: Tanzania Breweries Limited (TBL)**

**Award: Private Sector 2nd Runner-Up**

**Winner: Tanzania Cigarette PLC**

**Award: Public Sector Winner**

**Winner: Medical Stores Department (MSD)**

**Award: Public Sector 1st Runner-Up**

**Winner: National Housing Corporation (NHC)**

**Award: Public Sector 2nd Runner-Up**

**Winner: Social Security Regulatory Authority (SSRA)**

**Award: Local Employer Winner**

**Winner: Medical Stores Department (MSD)**

**Award: Local Employer 1st Runner-Up**

**Winner: National Housing Corporation(NHC)**

**Award: Local Employer 2nd Runner-Up**

**Winner: Exim Bank (T) Limited**

**Award: NGO Employer Winner**

**Winner: Elizabeth Glaser Pediatric Aids Foundation**

**Award: NGO Employer 1st Runner-Up**

**Winner: Heifer International Tanzania**

**Award: NGO Employer 2nd Runner-Up**

**Winner: CCBRT**

**Award: Governance and Leadership**

**Winner: TPC Limited.**

**Award: Human Resource Management Excellence**

**Winner: Tanzania Breweries Limited (TBL)**

**Award: Quality, Productivity & Innovation**

**Winner: Tanzania Cigarette PLC**

**Award: Responsible Business Conduct**

**Winner: Geita Gold Mining Limited (GGM)**

**Award: Employee Engagement**

**Winner: Puma Energy Tanzania LTD**

**Award: Talent Management**

**Winner: Tanzania Cigarette PLC**

**Award: Performance Management**

**Winner: Coca Cola Kwanza Ltd.**

**Award: Training Development**

**Winner: Tanzania Breweries Limited.**

**Award: Occupational Health and Safety**

**Winner: Geita Gold Mining Limited**

**Award: Employee Wellness**

**Winner: Medical Stores Department**

**Award: Managing Diversity & Inclusion**

**Winner: CCBRT**

**Award: Attraction and Retention**

**Winner: Tanzania Cigarette PLC**

**Award: Industrial Relation**

**Winner: Puma Energy Tanzania Ltd**

**Award: Promoting Work Life Balance**

**Winner: Elizabeth Glaser Pediatric Aids Foundation (EGPAF)**

**Award: Employer Brand Effectiveness**

**Winner: Geita Gold Mining Limited**

**Award: Managing an Aging**

**Winner: Social Security Regulatory Authority (SSRA)**

**Award: HR & Technology Investment**

**Winner: Serengeti Breweries Ltd**





## Employer of the Year Award 2018



*Chief Guest Hon. Jenista Mbagama (MP), Minister of State, Prime Minister's Office Policy, Parliament, Labour, Youth, Employment and PWDs announcing the winner of EYA 2018.*



*A cross section of winners of EYA 2018*



## Overall Winners EYA 2018



*GGM Senior Manager HR holding an Overall Trophy for EYA 2018*



*Tanzania Breweries Limited (TBL) - 1st Runners Up*



*Tanzania Cigarette PLC 2nd Runners Up*





## Other Winners for 2018





## Other Winners for 2018



Other Speakers during the EYA event who included the two Deputy Ministers, Sponsors, Trade Union, ATE and NHO.







Employer of the Year Award

# Sponsors 2018





## Sponsors & Supporters 2018

This prestigious award ceremony was generously sponsored and supported by the following:-

### GOLD SPONSORS



### SILVER SPONSORS



### BRONZE SPONSORS



### SUPPORTERS





## Projects, Partnership and Support Services

**ATE implements relevant projects for the betterment of the Employers and Nation at large. For many years now we have been into different projects which are important to our work as they help to improve our service delivery to members, capacity building and strengthened ATE representation.**

Various projects are in progress including Female Future, China Africa, GAN Tanzania Project, CEFA, Social Dialogue.

### **Female Future Programme**

The programme aims to strengthen gender equality in the workplace, improve women's representation in management decision making processes as well as draw women to the top positions of the private and public sectors as part of the efforts to ensure sufficient qualified women power in all organisations and leadership positions.

### **China Africa project**

The project started in 2013 aimed at promoting and advocating for harmonious Employment and Labour relations among the Chinese businesses.

### **Global Apprenticeship Network (GAN)**

GAN Tanzania was launched in May 2017 whereby 30 Companies committed to implement work readiness programmes. Global Apprenticeship Network (GAN) mainly creates awareness and understanding of Work Readiness Programmes (WRPs) in Tanzania such as Internship and Apprenticeship. Our area of focus are:

- Commit to Action
- Advocate for WRPs
- Share Best practices
- Facilitate Multistakeholders Dialogues

### **Social Dialogue**

The project focuses on improving the business environment and enhancing relationship cooperation between Employers and Workers on issues that are of common interest to both parties. Issues of concerns currently are Collective Bargaining Agreement, VETA etc.

### **CEFA Project on People with Disabilities**

ATE works closely with Italian NGO CEFA and CCBRT to implement "All Inclusive Project" aiming to give People with Disabilities (PWDs) and their care-givers chances, opportunities: a chance to attend valuable training courses, a chance to find a job and become self-reliant from an economic point of view, a chance to attend school and obtain an education. So far 60+ PWDs in Dar es salaam have been offered job orientation programme in various aspects including Job Interviews, Job search, Career Planning etc. As part of supporting Disability inclusion at work places ATE continue to sensitive Employers to offer Internship, Apprenticeship and Jobs to PWDs.

### **Dutch Employers Cooperation Programme (DECP)**

ATE has partnership agreement with DECP since 2008.

The partnership focuses on

- strengthening both ATE's research and advocacy capacity,
- developing a sustainable regional structure
- Improving communication with members.
- Development of membership services and the drive to ensure that ATE moves towards a sustainable financial position.



# Female Future Programme



**NHO**  
CONFEDERATION OF  
NORWEGIAN ENTERPRISE



## Female Future Programme

The programme was launched in 2016 by Vice President of the United Republic of Tanzania, H.E Samia Suluhu Hassan. The programme aims to strengthen gender equality in the workplace, improve womens' representation in management decision making processes as well as draw women to the top positions of the private and public sectors as part of the efforts to ensure sufficient qualified women power in all organisations and leadership positions.



### MODULES OF THE PROGRAMME

#### Board Competence

Building one's potential attributes as a Director to Corporate Boards.



#### Leadership

Cultivating one's inner leadership potential.



#### Rhetoric

Producing and presenting persuasive speeches with intellectual arguments/negotiations.

**14**

Days spread  
in 9 months  
Twice a year.

#### Structure and enrolment of the Programme

#### BENEFITS

- Increased productivity at workplaces
- Growing talents an organisation wishes to motivate
- Building up high profile women network in Tanzania

# Female Future Leadership Development Programme

Female Future in 2018 registered a number of achievements, Cohort two of 30 ladies completed training and graduated during the Annual Leadership Conference. Cohort three of 21 ladies started their nine (9) months journey and as we write this report they have already sat for their exams and awaits graduation in September this year during the 2<sup>nd</sup> Annual Leadership Conference.

Female Future Programme todate has graduated 58 ladies and some of them are already experiencing

tremendous positive changes in all spheres of their lives. Some have been promoted to higher Leadership Positions, while some have joined various prestigious Boards.

By now the programme is becoming a household name as the best leadership training for women in top and management positions. ATE now has 45 companies and organisations supporting the Programme.





A cross section of some of the participants at the launch of Female Future Cohort 3





# ATE Annual leadership conference

The 1<sup>st</sup> Annual Leadership Conference under the Female Future Programme was successfully held in 2018. It was well attended and attracted attention of CEOs, Corporates, Female Future participants, ATE stakeholders, government officials as well as NHO.

The Minister responsible for Labour and Employment under PMOs office, **Hon. Jenista Mhagama (MP)** made a remarkable statement which carried relevant top-

ics to businesses. CEOs from NMB, SSRA, Equinor and TIB-Corporate Banking shared motivating discussions regarding their journeys to the top and Leadership experiences.

Cohort two of 30 ladies graduated during this Conference and Certificates were provided by ESAMI Director General.





# ATE Annual leadership conference











CONTRIBUTION TO TANZANIA

# GEITA GOLD MINE

A WORLD-CLASS ASSET AND A NATIONAL TREASURE

## About Geita Gold Mine

*Geita, one of AngloGold Ashanti's flagship mines, is located in north-western Tanzania, in the Lake Victoria goldfields of Mwanza region, about 120km from Mwanza and 4km west of the town of Geita. It has been in operation as a large-scale mine since the 1930s.*

## Our contributions to Tanzania

### A top tax payer

AngloGold Ashanti is consistently one of Tanzania's largest and most compliant tax payers

### A responsible employer

<b>4,935</b> employees	<b>1,954</b> permanent	<b>2,977</b> contract
---------------------------	---------------------------	--------------------------

- Most Compliant Employer in the mining sector by the National Social Security Fund
- Our workforce is 96% Tanzanian
- Executive management team is 60% Tanzanian
- We strive to keep employees safe and healthy

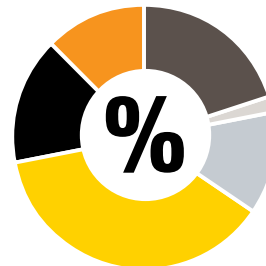
### Driving local business

Geita's local supplier network increased to 305 Tanzanian business owners and 76% of total procurement by Geita in 2018 was spent locally within Tanzania.

#### Local services include:

- |                                    |                     |                      |
|------------------------------------|---------------------|----------------------|
| • Civil, building and construction | • Food and catering | • Medication         |
| • Parts and services               | • Transport         | • IT and HR services |
|                                    | • Accommodation     |                      |

### How we have shared gold sales revenue



**\$6.967 billion**  
total gold sales revenue

- **20.1%** Mine development and equipment
- **1.9%** Loan interest and fees
- **12.5%** Fuel
- **37.7%** Value shared with other Tanzanian stakeholders
  - 15.8% Materials
  - 4.8% Labour
  - 14.9% Contractors
  - 2.2% Services
- **15.3%** \$1.1 billion paid to Tanzanian Government
- **12.5%** Dividends paid to AngloGold Ashanti

## \$1.3 billion total taxes and royalties



- \$314 million** royalties paid
- \$329 million** payments to employees
- \$406 million** corporate tax paid

- \$37 million** skills and development levy
- \$62 million** contribution to National Social Security Fund

# China Africa Project



## China Africa project

ATE in collaboration with the Confederation of Norwegian Enterprise (NHO), China Enterprise Confederation (CEC) and Chinese Business Chamber of Tanzania have been implementing a Project 'Doing Responsible Business in Africa/ China Africa' since 2013 which aims at promoting and advocating for harmonious Employment and Labour relations among the Chinese businesses.

**500+** Chinese trained on Labour Laws

**75+** Workshop/ seminars Conducted

**20+** Chinese companies joined ATE

**TANZANIA LABOUR LAWS** Translated into Chinese

**102+** Queries handled

ATE continues to create, sensitize and support Chinese businesses in Tanzania to understand:

- Tanzanian business culture,
- Labour laws,
- Labour relations,
- Occupational Safety and Health (OHS),
- Human Resources (HR)
- Corporate Social Responsibility (CSR)





# China Africa project

In 2018, continued to implement the China Africa project activities that are aimed at creating harmonious working relations to Chinese employers. In addition to legal advisory service we also managed to train about 250 Chinese Companies on Labour and Employment related issues, employment contract, Work/Residency permits an area where Chinese businesses have continued to struggle.

We conducted a successful High Level workshop which was attended by the Deputy Minister responsible for Labour and Employment, **Hon. Anthony Mavunde (MP)**. State owned Enterprises (SoEs), big Chinese Companies, Trade Union, Chinese Embassy

etc. This was followed by a day seminar to other SMEs Chinese companies which was well attended. Recruitment of Chinese companies has always been a challenge but for 2018 we managed to get 4 new Chinese committed members.



## Global Apprenticeship Network (GAN)

GAN Tanzania was launched in May 2017 whereby more than 30 Companies committed to implement work readiness programs. Global Apprenticeship Network (GAN) mainly creates awareness and understanding of Work Readiness Programmes (WRPs) in Tanzania such as Internship and Apprenticeship.

GAN Tanzania is highly interested in partnering with more companies, Non-Government organizations and potential donors in implementing activities to boost apprenticeship specifically and skills development in general.

It continued partnering with other skills development partners such as ILO, GIZ and the British Council in promoting work-based learning programmes focusing at Commit to Action, Advocate for WRPs, Share Best practices, Facilitate Mult-stakeholders Dialogues.

ATE under GAN Tanzania programme is currently implementing a project with ILO that focuses on promoting Employers uptake of work readiness

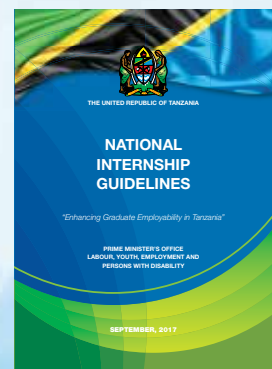
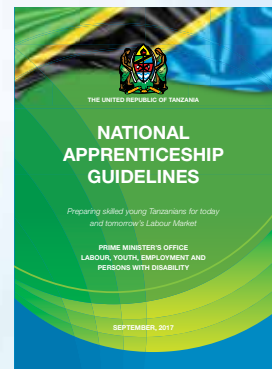
programme such as apprenticeship, internship and mentorship.

### Benefits for companies to be part of GAN –Tanzania

- Access to information and knowledge on apprenticeship' best practices, at the national and international levels.
- Companies to improve the quality of their work readiness programs (WRPs) and provide opportunities for companies to be role models in apprenticeship and other WRPs in order to create more jobs.
- Increased networking with likeminded companies
- Identify skills demand and areas of focus to improve capacity of their employees
- The ability to share and obtain relevant information on work readiness programs from companies with diverse background.
- Get more guidance from an international load of experience on how to pursue work readiness programs cost effectively.



*Participants of Joint Review meeting on Certified Apprenticeship Programme in Hotel operations held in Arusha- Tanzania to review the project status and the future plans for improvement in the coming projects.*





## Social Dialogue

In a bid to promote Social Dialogue as a means to achieve change in both a favourable business environment and improved relationship between employers and workers, the Confederation of Danish Industry (DI) and the Danish trade unions through the LO/FTF Council are currently supporting Social Dialogue Project between ATE and TUCTA for two years that will end in 2018.

The first activity of the project was a strategic leadership meeting (Bi-partite forum) for 10 persons from both ATE and TUCTA that specified vocational education as a policy issue to be advocated.

The Project focuses on improving the business environment and enhancing relationship cooperation between the Association of Tanzania Employers and the Trade Union Congress of Tanzania (TUCTA) on issues that are of common interest to both parties.

ATE in collaboration with Trade Union Congress of Tanzania (TUCTA) successfully implemented activities under the Social Dialogue Project that are implemented. The project was meant to end in 2018 but remaining activities are being implemented in 2019 at a no extension cost approach.

Below are activities done in 2018 under the project:-

The ongoing activities that are set to be accomplished in 2018 include:

- Advocacy – one tripartite meeting to influence the government on TVET issues was conducted in Dodoma
- Two Bipartite Meetings between Workers (TUCTA) and Employers (ATE) on TVET and portability social security in East Africa were conducted.
- One meetings for Technical Committee to develop CBA framework, guidelines and MOU was conducted and expected to be finalized in 2019.

Activities that will be finalized in 2019 include the following:

- Conduct capacity building on negotiations CBA based on the developed framework and guidelines and
- A study on the governance of vocational education and training in the country



## UNICEF and ATE collaboration

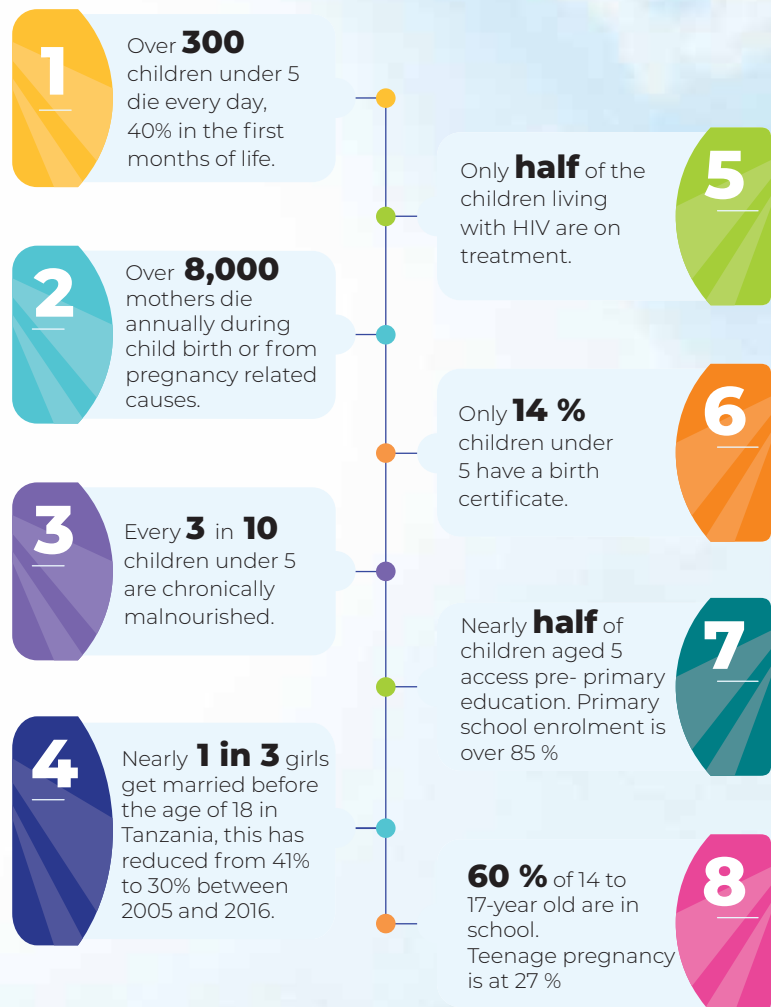
The Association of Tanzania Employers in collaboration with UNICEF Tanzania are implementing a programme regarding Children's Rights and Business Principles within the Private Sector in Tanzania.

Recognizing that children are often the most vulnerable population in Tanzania, and that respecting and supporting children's rights can generate benefits not only for businesses, but also for the community at large, UNICEF Tanzania is collaborating and engaging with businesses through ATE and other umbrella business associations in the country to identify and address the gaps within the private sector as they relate to policies, management and operational systems and processes.

In 2018, ATE with technical support from UNICEF convened the business leaders (CEOs) dialogue in December which aimed at building understanding on children's rights among business community.

The dialogue was attended by business leaders from private sector categorized as banking, construction, housing, medical as well as labour agencies. Participants represented the National Housing Corporations (NHC), Tanzania Investment Bank (TIB) – Corporate Banking, Tanzania Private Sector Foundation (TPSF), Commercial Bank of Africa (CBA), Pivotech Company Limited, Standard Chartered Bank (SCB), Tanzania Postal Bank (TPB), Social Security Regulatory Authority (SSRA) and Medical Stores Department (MSD).

During the meeting, Ms. Zaman, UNICEF representative in Tanzania in her presentation among other things gave a few facts as follows:-





**What Companies can do to respect and support children’s rights**

- A company can adopt policies that commit to support children’s rights within the company’s statements of business principles, codes of conduct or other values related corporate commitments and policies
- A company can undertake impact assessments, which could also help in identifying important opportunities to support children’s rights
- A company can consider developing action plans and partnerships that leverage strategic opportunities to support children’s rights
- A company can track its performance in respecting and supporting children’s rights by considering reporting annually or periodically to internal and external stakeholders on results, dilemmas and

challenges faced, and plans, target and future commitments

- If a company determines that it may have caused or contributed to adverse impacts on children’s rights, it should provide for or cooperate in remediation.

**Signing of the Declaration**

ATE Executive Director, Dr. Mlimuka clearly pointed out that a journey to respect and support children’s rights does not require businesses to walk many miles but just a step ahead. Indicating their commitments, 11 participating business leaders representing their businesses signed the Declaration to support children’s rights.

*For more information contact:*

*ATE Head of Projects, Joyce Nangai at [nangai@ate.or.tz](mailto:nangai@ate.or.tz) or UNICEF Private Sector Engagement Specialist, Dorosella Bishanga at [dbishanga@unicef.org](mailto:dbishanga@unicef.org)*



*A cross section of CEOs, representatives from companies, ILO, UNICEF and ATE during the Business Leaders Dialogue which was held in December at Serena Hotels.*

## CEFA Project on people with Disabilities

ATE in collaboration with CEFA and CCBRT continued to implement “**All Inclusive Project**” aiming at building capacity to PWDS on employment matters. During the course the year 2018, we successfully trained 60 PWDs on various aspects including career planning, job search skills, interview skills, CV writing, networking, and job application letter writing.

ATE with CEFA, CCBRT and the Prime Minister’s Office also conducted a Workshop to employers on PWDs which was graced by the **Deputy Minister in the Prime Minister’s Office responsible for the Disabled, Hon. Stella Ikupa (MP)**. The aim of this workshop was to discuss issues of employment for people with disabilities.



*A cross section of participants to the workshop who included the Chief Guest, CCBRT Staff, ATE and invited participants.*



## East African Employers Organization (EAEO)

The East African Employers Organisation (EAEO) is a special fraternity of employers that was established in 2010 and legally registered in 2011 with the Government of the United Republic Tanzania. The core mandate of EAEO is to promote the interest of employers at the regional level.

EAEO has been supported by Dutch Employers Cooperation Programme (DECP), the International Labour Organisation (ILO) and the Confederation of Norwegian Enterprise (NHO) till 2018.

EAEO and NHO had agreed to implement a project containing three themes from mid-2015 to 2018. The project has its direct Outcome as a strengthened EAEO with the capacity to contribute towards further growth and development of the private sector within the context of the East African Community.

During this reporting period, the EAEO has implemented a number of activities among which include: conducted two Experts Committee meetings, two Executive Council meetings, conducted a study on tripartite mechanism among the RECs on the African continent taking case studies of the SADC, ECOWAS and the EAC. The recommendations produced will help the EAC in

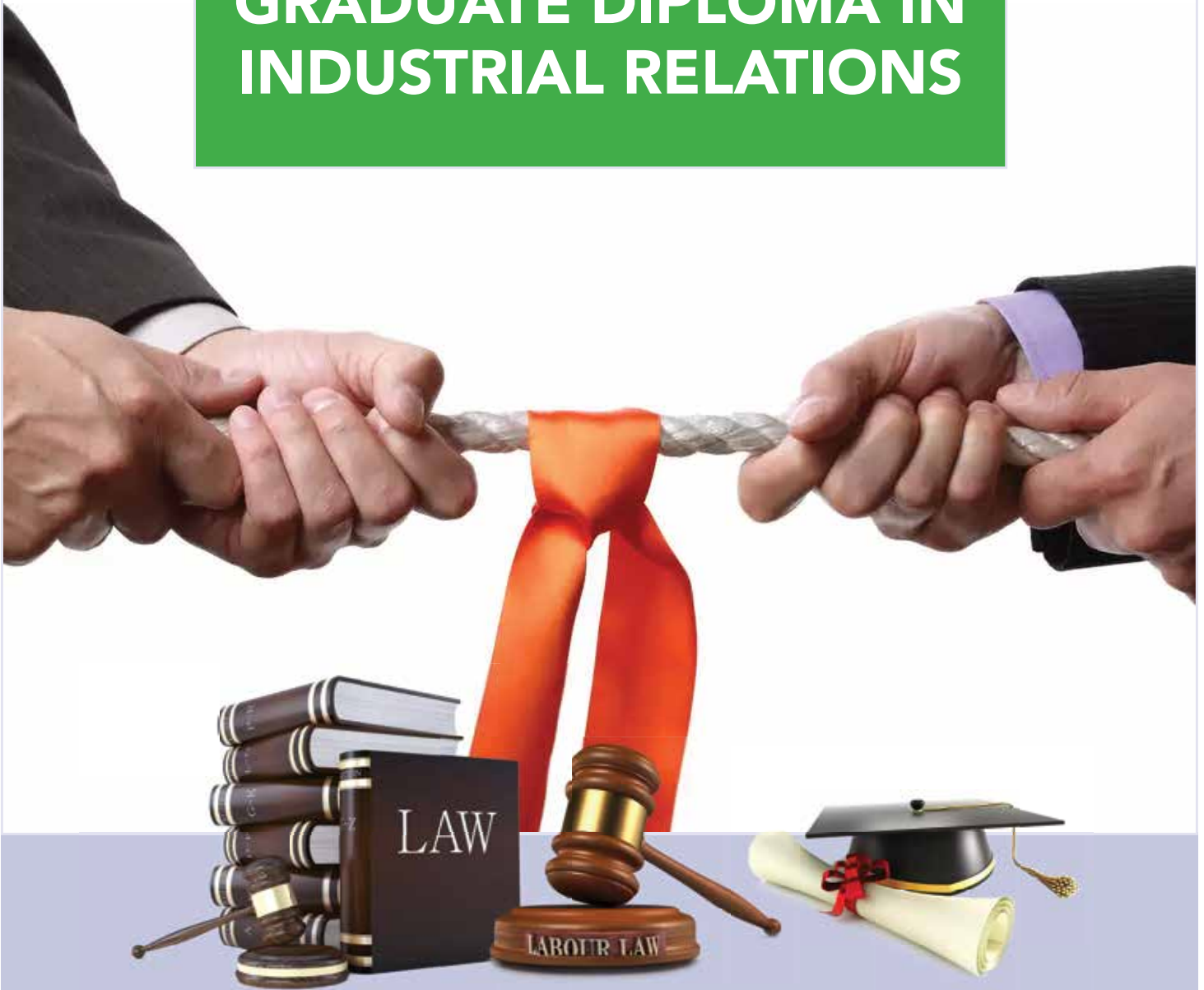
strengthening its tripartite mechanism. However, during this implementation period, the project experienced some deviations among which includes;

The 4<sup>th</sup> EAEO Annual General Meeting (AGM) was successfully held in March 2018 and was attended by member organizations: - the Association of Employers of Burundi (AEB), Association of Tanzania Employers (ATE), Federation of Kenya Employers (FKE), Federation of Uganda Employers (FUE), Private Sector Federation (PSF) Rwanda and Zanzibar Employers Association (ZANEMA). It was also attended employers from member organisations, Stakeholders, partners NHO and ILO. The AGM was preceded by workshop on Tripartite Mechanism among the RECs on the African continent under the theme “Tripartism as a vehicle for promoting EAC regional integration”.



*A cross section of participants to the 4<sup>th</sup> Annual General Meeting of the EAEO*

# EXECUTIVE POST GRADUATE DIPLOMA IN INDUSTRIAL RELATIONS



Do you need specialised qualifications to improve your knowledge and practical skills required on Employment and Labour Laws so that you can work in industrial relations and human resource management??

Do you want to become a more effective professional contributing to your workplace's understanding of industrial relations management??

If your answer is YES! **Watch out for more.....**



80%

Loading

**..... ATE New Services**

In a bid to continue to add value to our members, ATE has continued to improve on its current services delivery at the same time come up with new services that are within our core mandate which will empower our members to effectively manage their Human Resource function. Preparations are in place to ensure that the following new services are finally delivered to employers:-

**1. Post-Graduate Diploma in Industrial Relations**

This aims at sharpening and cementing knowledge and skills on Industrial Relations guiding laws, good practices applicable in Tanzania and East Africa while borrowing best practices in the World.

**2. Human Resources Certification**

This aims at having Human Resources practitioners taken through a comprehensive training programme and sit for Certification exams. ATE wants to take the major role in coordinating and facilitating certification programme for HRs and other fields who would want to be certified as Human Resources Practitioners in Tanzania.

**3. Training of Trainers (ToT)**

These are carried out in addition to the tailor made in-house and public training.

**4. Recruitment and Selection**

ATE is offering this service in accordance to employers staffing needs from the range of talents search, advertising, head hunting, short listing and interviews. Our recruitment database has just been completed and contains more than 2000 CVs for various professions, experience and talents.

**5. Gender Audit**

This service aims to improve business performance by utilizing both male and female workers an element that is essential for an effective and modern gender responsive organization.

**6. Employee Satisfaction Survey**

This is only for Employers who are interested to measure the mood and attitude of their employees so that they can strategize on how to keep and maintain a happy and motivated workforce. A good work environment and positive employee relations increase productivity and competitiveness

## Information Services/ Publications



### How we do it?

- ✓ Divisional and Sectoral Meetings
- ✓ CEO and HR Forums
- ✓ 12 Newsflash issued annually
- ✓ Website
- ✓ Social Media (Facebook, twitter, Instagram, YouTube etc.)
- ✓ Circulars
- ✓ Notices
- ✓ Letters
- ✓ Emails
- ✓ Publications
- ✓ Press Releases
- ✓ Training Calendar
- ✓ National Public Holiday Calendar




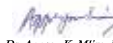


### Benefits

- ✓ Timely information and updates on employment, labour and business issues
- ✓ Easy to access online information for members
- ✓ User friendly educative and informative booklets.



# Information and Publication

ATE offers information to employers to remind and make them aware on current and new updates on employment and labour matters. We do this through issuing of Circulars/Notices, Publication of user friendly pocket size booklets etc. For more information employers can contact ATE directly, visit our Websites or follow us on Social Media.

 <p>Danga Street, Kinondoni SSTL Group Building, 1<sup>st</sup> Floor P.O. Box 2971 Dar es Salaam Tel: +255 22 276218/19 Fax: +255 22 2760666 E-mail: info@ate.or.tz</p> <p><b>ATE/CIRC/07/2018</b>      14<sup>th</sup> August 2018</p> <p>Dear Esteemed Member,</p> <p><b>RE: ATE CIRCULAR ON SSRA PUBLIC NOTICE ABOUT MEMBERSHIP ON NSSF AND PSSSF</b></p> <p>The subject above refers.</p> <p>The Association of Tanzania Employers (ATE) would like to inform you that the Social Security Regulatory Authority (SSRA) has issued a Public Notice on the operation and Membership of the two Social Security Funds that is National Social Security Fund (NSSF) and Public Service Social Security Fund (PSSSF).</p> <p>As per SSRA Notice, the PSSSF will be serving the Public Sector and NSSF will be for Private Sector and all informal sector.</p> <p>Attached is a Notice issued by SSRA, for more information kindly visit SSRA offices or visit their website <a href="http://www.ssr.or.tz">www.ssr.or.tz</a>.</p> <p>Yours Sincerely, <b>ASSOCIATION OF TANZANIA EMPLOYERS</b></p>  <p><b>Dr. Aggrey K. Mlimuka</b> EXECUTIVE DIRECTOR</p>	 <p>Danga Street, Kinondoni SSTL Group Building, 1<sup>st</sup> Floor P.O. Box 2971 Dar es Salaam Tel: +255 22 276218/19 Fax: +255 22 2760666 E-mail: info@ate.or.tz</p> <p><b>ATE/CIRC/07/2018</b>      14<sup>th</sup> August 2018</p> <p>Dear Esteemed Member,</p> <p><b>RE: ATE CIRCULAR ON SSRA PUBLIC NOTICE ABOUT MEMBERSHIP ON NSSF AND PSSSF</b></p> <p>The subject above refers.</p> <p>The Association of Tanzania Employers (ATE) would like to inform you that the Social Security Regulatory Authority (SSRA) has issued a Public Notice on the operation and Membership of the two Social Security Funds that is National Social Security Fund (NSSF) and Public Service Social Security Fund (PSSSF).</p> <p>As per SSRA Notice, the PSSSF will be serving the Public Sector and NSSF will be for Private Sector and all informal sector.</p> <p>Attached is a Notice issued by SSRA, for more information kindly visit SSRA offices or visit their website <a href="http://www.ssr.or.tz">www.ssr.or.tz</a>.</p> <p>Yours Sincerely, <b>ASSOCIATION OF TANZANIA EMPLOYERS</b></p>  <p><b>Dr. Aggrey K. Mlimuka</b> EXECUTIVE DIRECTOR</p>	 <p>Danga Street, Kinondoni SSTL Group Building, 1<sup>st</sup> Floor P.O. Box 2971 Dar es Salaam Tel: +255 22 276218/19 Fax: +255 22 2760666 E-mail: info@ate.or.tz</p> <p><b>ATE/CIRC/03/2018</b>      12<sup>th</sup> June 2018</p> <p>Dear Esteemed Member,</p> <p><b>RE: ATE Circular on Public Holiday-EID EL- FITRI 2018</b></p> <p>The subject above refers.</p> <p>Kindly be informed that we have received a Notice from Muslim Council of Tanzania (BAKWATA) that Friday either 15<sup>th</sup> or Saturday 16<sup>th</sup> June 2018 will be a Public Holiday depending on the sighting of the moon.</p> <p>Please find attached an official Notice from BAKWATA for your information.</p> <p>Let me take this opportunity to wish you a happy EID EL-Fitri.</p> <p>Yours Sincerely, <b>ASSOCIATION OF TANZANIA EMPLOYERS</b></p>  <p><b>Dr. Aggrey K. Mlimuka</b> EXECUTIVE DIRECTOR</p>
 <p>Danga Street, Kinondoni SSTL Group Building, 1<sup>st</sup> Floor P.O. Box 2971 Dar es Salaam Tel: +255 22 276218/19 Fax: +255 22 2760666 E-mail: info@ate.or.tz</p> <p><b>ATE/CIRC/09/2018</b>      11<sup>th</sup> November 2018</p> <p>Dear Esteemed Member,</p> <p><b>RE: ATE Circular on Public Holiday- MAULID DAY 2018</b></p> <p>The subject above refers.</p> <p>The National Muslim Council of Tanzania (BAKWATA) has announced that <b>Tuesday 20<sup>th</sup> November 2018</b> will be a National Public Holiday.</p> <p>Kindly find attached Official Notice from BAKWATA for your information.</p> <p>On behalf of the Association of Tanzania Employers (ATE), let me take this opportunity to wish you a happy MAULID DAY.</p> <p>Yours Sincerely, <b>ASSOCIATION OF TANZANIA EMPLOYERS</b></p>  <p><b>Dr. Aggrey K. Mlimuka</b> EXECUTIVE DIRECTOR</p>	 <p>Danga Street, Kinondoni SSTL Group Building, 1<sup>st</sup> Floor P.O. Box 2971 Dar es Salaam Tel: +255 22 276218/19 Fax: +255 22 2760666 E-mail: info@ate.or.tz</p> <p><b>ATE/CIRC/01/2018</b>      1<sup>st</sup> March 2018</p> <p>Dear Esteemed Member,</p> <p><b>RE: ATE CIRCULAR ON RETURN OF EMPLOYEES ANNUAL EARNINGS</b></p> <p>The subject above refers.</p> <p>The Association of Tanzania Employers (ATE) would like to inform you that the Workers Compensation Fund (WCF) requires all employees to submit the Annual Earnings of their Employers from <b>1<sup>st</sup> March 2017 to 28<sup>th</sup> February 2018</b> in accordance with Section 73 of the Act.</p> <p>We would like therefore to encourage you to submit the required information through special form (WCF 3) which is available at WCF website (<a href="http://www.wcf.or.tz">www.wcf.or.tz</a>). WCF headquarters and regional offices or you may send to the Director General of Workers Compensation Fund through the email address of <a href="mailto:general@wcf.or.tz">general@wcf.or.tz</a> between <b>1<sup>st</sup> March 2018 to 31<sup>st</sup> March 2018</b>.</p> <p>Yours Sincerely, <b>ASSOCIATION OF TANZANIA EMPLOYERS</b></p>  <p><b>Dr. Aggrey K. Mlimuka</b> EXECUTIVE DIRECTOR</p>	 <p>Danga Street, Kinondoni SSTL Group Building, 1<sup>st</sup> Floor P.O. Box 2971 Dar es Salaam Tel: +255 22 276218/19 Fax: +255 22 2760666 E-mail: info@ate.or.tz</p> <p><b>ATE/CIRC/04/2018</b>      2<sup>nd</sup> July 2018</p> <p>Dear Esteemed Member,</p> <p><b>RE: ATE Circular on Change of Office for Filling Work Permits</b></p> <p>The subject above refers.</p> <p>The Association of Tanzania Employers would like to inform you that from 16<sup>th</sup> July 2018 all work permit applications will be submitted and handed at their office located at NSSF Building first floor at the junction of Mwangosi and Posta road in Dodoma City.</p> <p>For more information kindly contact the Association of Tanzania Employers.</p> <p>Yours Sincerely, <b>ASSOCIATION OF TANZANIA EMPLOYERS</b></p>  <p><b>Dr. Aggrey K. Mlimuka</b> EXECUTIVE DIRECTOR</p>
 <p>Danga Street, Kinondoni SSTL Group Building, 1<sup>st</sup> Floor P.O. Box 2971 Dar es Salaam Tel: +255 22 276218/19 Fax: +255 22 2760666 E-mail: info@ate.or.tz</p> <p><b>ATE/CIRC/06/2018</b>      13<sup>th</sup> July 2018</p> <p>Dear Esteemed Member,</p> <p><b>RE: ATE CIRCULAR ON AMNESTY ON ACCUMULATED INTEREST AND PENALTIES ON TAX ARREARS</b></p> <p>The subject above refers.</p> <p>The Association of Tanzania Employers (ATE) would like to inform you that the Tanzania Revenue Authority (TRA) has issued a Public Notice on <b>Amnesty on accumulated interest and Penalties on Tax Arrears</b>.</p> <p>According to the TRA the intention of Amnesty is to give relief to tax payers with debts by waiving 100% interests and penalties to motivate them to pay Principal Tax liabilities voluntarily and in instalments within the financial year 2018/2019 if they apply within six months from the beginning of this financial year.</p> <p>For a taxpayer to qualify for this amnesty he/she or a legally appointed representative must submit a duly completed application form titled <b>NO.ITX207.01E</b> which is found at the TRA Website.</p> <p>Attached is a Notice issued by TRA, for more information kindly visit any TRA office in the respective Districts or Regions or visit their website <a href="http://www.tra.or.tz">www.tra.or.tz</a> or you may contact the Call Centre through <b>6800750075/0800-780078</b> or <a href="mailto:services@tra.or.tz">services@tra.or.tz</a>.</p> <p>Yours Sincerely, <b>ASSOCIATION OF TANZANIA EMPLOYERS</b></p>  <p><b>Dr. Aggrey K. Mlimuka</b> EXECUTIVE DIRECTOR</p>	 <p>Danga Street, Kinondoni SSTL Group Building, 1<sup>st</sup> Floor P.O. Box 2971 Dar es Salaam Tel: +255 22 276218/19 Fax: +255 22 2760666 E-mail: info@ate.or.tz</p> <p><b>ATE/CIRC/02/2019</b>      20<sup>th</sup> March 2019</p> <p>Dear Esteemed Member,</p> <p><b>RE: ATE CIRCULAR ON PENSION CONTRIBUTIONS</b></p> <p>The above refers.</p> <p>The Association of Tanzania Employers (ATE) would like to inform you that we have received an official communication from the <b>Social Security Regulatory Authority (SSRA)</b> that gives clarification to the above. As a result of this communication, you are advised as follows:-</p> <ol style="list-style-type: none"> <li>All Employers from the Public Sector including those in the Private Sector in which the Government has more than 30% shares must send their contributions to the <b>Public Service Social Security Fund (PSSSF) with immediate effect.</b></li> <li>All Employers in the Private Sector shall contribute to the <b>National Social Security Fund (NSSF) with immediate effect.</b></li> <li>All Employers in the Private Sector who were contributing to the abolished Funds, that is, <b>PPF, PSPF, LAF and GEPE</b> should send to the <b>NSSF the same contributions they were remitting to the defunct Funds with immediate effect.</b> This is a result of the agreement reached at a meeting between ATE, NSSF and PSSSF aimed at having a smooth transition. This means those who were making their contributions based on basic wage should continue to do so even when contributing to the NSSF.</li> </ol> <p>Kindly be advised.</p> <p>Yours Sincerely, <b>ASSOCIATION OF TANZANIA EMPLOYERS</b></p>  <p><b>Dr. Aggrey K. Mlimuka</b> EXECUTIVE DIRECTOR</p>	 <p>Danga Street, Kinondoni SSTL Group Building, 1<sup>st</sup> Floor P.O. Box 2971 Dar es Salaam Tel: +255 22 276218/19 Fax: +255 22 2760666 E-mail: info@ate.or.tz</p> <p><b>ATE/CIRC/08/2018</b>      15<sup>th</sup> August 2018</p> <p>Dear Esteemed Member,</p> <p><b>RE: ATE Circular on Public Holiday-EID EL-Adh'haa 2018</b></p> <p>The subject above refers.</p> <p>Kindly be informed that we have received a Notice from the Muslim Council of Tanzania (BAKWATA) that on <b>Wednesday 22<sup>nd</sup> August 2018</b> will be a Public Holiday to celebrate Eid El-Adh'haa.</p> <p>Please find attached an official <b>Public Notice</b> from BAKWATA for your information.</p> <p>Let me take this opportunity to wish you a happy EID EL-Adh'haa.</p> <p>Yours Sincerely, <b>ASSOCIATION OF TANZANIA EMPLOYERS</b></p>  <p><b>Dr. Aggrey K. Mlimuka</b> EXECUTIVE DIRECTOR</p>

## Extracts of Financial Report

### AUDITORS' REPORT ON THE FINANCIAL STATEMENTS

#### REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF ASSOCIATION OF TANZANIA EMPLOYERS FOR THE YEAR ENDED 31ST DECEMBER, 2018

##### Unqualified Opinion

We have audited the financial statements of the Association of Tanzania Employers which comprise Statement of Financial Position as at 31st December, 2018, Statement of Financial Performance, Statement of Changes in Equity, Statement of Cash Flows for the year then ended, Statement of Comparison of Budget and Actual Amounts, and a Summary of Significant Accounting Policies and Other Explanatory Notes.

In our opinion the Association of Tanzania Employer's financial statements present fairly the financial position of the Association as at 31st December, 2018 and its performance results and cash flows for the year then ended. The Association's accounting records are being maintained in accordance with generally accepted accounting principles -IPSAS, the Employment and Labour Relations Act, 2004 that established the Association and where applicable to the terms of individual donors who are contributing to the Association.

##### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Association of Tanzania Employers –ATE in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Tanzania, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

##### Key Audit Matter

Key audit matters are those matters that, in our professional judgment were of most significance in our audit of the Association's financial statements of the current period.

Key Audit Matter	How my Audit Addressed the Key Audit Matter
<b>Outstanding Collection of Members Subscription Fees</b>	
Annual subscription fees outstanding as at 31 <sup>st</sup> Dec 2018 were TZS 2.8 billion. ATE maintains a register for controlling this outstanding amount but not recorded in the books of accounts because collection is not enforceable.	We found the key judgments and assumptions used by management in the recoverability assessment of trade receivables to be supportable based on the available evidence. However we advise management to propose to the board to write off the long outstanding debtors due to the fact that it is difficult to collect them based on the efforts which have been engaged without much success.



### Management Board's Responsibility in respect of the Financial Statements

As described in the Statement of Management Board's Responsibilities, the Board is responsible for the preparation and fair presentation of these financial statements in accordance with appropriate accounting policies supported by reasonable and prudent judgment and estimates in accordance with the International Public Sector Accounting Standards.

This responsibility includes designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates where necessary that are reasonable in the circumstances.

### Auditor' Responsibilities in Respect of the Financial Statement

Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with the International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the Association's Financial Statements are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments; the auditor considers internal control relevant to the Association's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

**Murl Aatec Associates**  
**Certified Public Accountants in Public Practice**  
**Dar as Salaam**



CPA. Sigfrid Riwa  
Managing Partner  
NBAA Reg No. 351



DATE 07/06/2019

## Statement of the Financial Position

AS AT 31<sup>ST</sup> DECEMBER 2018

ASSETS	NOTE	2018 “TZS 000”	2017 “TZS 000”
<b>Non Current Assets</b>			
Property, Plant and Equipment	5	489,584	482,605
<b>Current Assets</b>			
Stocks	2	9,833	19,950
Accounts Receivable	3	246,589	126,281
Cash & Cash Equivalents	4	31,903	60,266
<b>Total Current Assets</b>		<b>288,324</b>	<b>206,497</b>
<b>TOTAL ASSETS</b>		<b>777,908</b>	<b>689,102</b>
<b>EQUITY</b>			
Accumulated (Deficit) /Surplus		(47,419)	61,679
Revaluation Reserve		230,932	185,367
<b>TOTAL EQUITY</b>		<b>183,513</b>	<b>247,046</b>
<b>Current Liabilities</b>			
Payables & Accrued Charges	6	594,395	442,056
<b>Total Current Liabilities</b>		<b>594,395</b>	<b>442,056</b>
<b>TOTAL EQUITY &amp; LIABILITIES</b>		<b>777,908</b>	<b>689,102</b>

The Financial Statements on pages 19 to 35 were authorized for issue by the Management Board and signed on its behalf by:



Ms Jayne Nyimbo  
Chairperson



Date.....  
18-5-2019



Dr. Aggrey K. Mlimuka  
Executive Director



## Statement of Financial Performance

FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER 2018

	Note	2018 "TZS 000"	2017 "TZS 000"
<b>Income from Exchange Transaction</b>			
Training Fees		336,055	386,570
Consultancy and Legal Fees		862,247	447,987
Female Future Training		188,001	187,578
Interest Income from fixed deposits		1,785	2,513
<b>Income from non-exchange Transaction</b>			
Membership Subscription Fees-Cash		364,039	324,515
Employer of the Year Award		183,911	187,701
Other Income		12,346	133,381
Exchange Gain		0	4,052
Grants Income Received	7	374,555	541,396
<b>TOTAL INCOME</b>		<b>2,322,939</b>	<b>2,215,693</b>
<b>EXPENDITURE</b>			
Staff costs	8	1,185,701	1,110,401
Training and Seminar Expenses	9	165,889	171,933
Legal Costs	10	345,529	233,598
EYA Costs	11	153,502	141,091
FF Costs	12	132,913	77,789
Grant Expense		374,555	541,396
Other Operating Expenses		187,363	93,669
Depreciation	5	40,754	67,659
<b>Total Expenditure</b>		<b>2,586,206</b>	<b>2,437,536</b>
<b>Surplus/(Deficit)</b>		<b>(263,267)</b>	<b>(221,843)</b>

The Financial Statements on pages 19 to 35 were authorized for issue by the Management Board and signed on its behalf by:



Ms Jayne Nyimbo  
Chairperson




Dr. Aggrey K. Mlimuka  
Executive Director

Date.....  
10-5-2019

ATE has about 1,500 registered direct members and about 7,500 indirect members drawn from private business firms, companies and some parastatal organisations.



Employers' Choice



**WHO WE ARE** A management Consultancy firm with regional presence specializing in Human Resource Outsourcing, Immigration Support and Business Support Services. With our regional presence in Kenya, Uganda, Tanzania and Rwanda, we provide a one stop center for International Companies operating across East Africa.

**BACKGROUND** The company was founded in 2003 initially offering Career Advisory Services only. In 2016, a strategic decision was made to focus on HR Outsourcing and Business facilitation in East Africa starting with expansion to Tanzania followed by Uganda and Rwanda in 2017.

**OUR SERVICES** Our service range has three categories namely; Human Resource (HR) Outsourcing, Immigration Facilitation and Business Support Services.

**A. Human Resource (HR) Outsourcing Services**

We offer the following services:

**(a) Professional Employer Organization (PEO) Service**

Supply of staff recruited and trained by the company to clients under an agreement to supply a given number of employees of specified categories for a specified period of time. We are responsible for the whole HR process.

**(b) Employer of Records (EOR) Service**

We provide a legal cover to employers by issuing contracts of employment on behalf of the client and handle payroll operations. The client is responsible for other HR processes with our support.

**(c) Payroll Outsourcing**

We prepare payroll reports for client approval, pay the staff and remit statutory deductions on behalf of the client.

**B. Immigration Services**

We offer the following services:

- a. Processing of work permits
- b. Processing of resident documentation
- c. VISA application support
- d. Support in identifying schools for expatriates' families
- e. Settling down support

**C. Business Support Services**

We offer the following services

- a. Marketing management
- b. Distributor Identification and contracting
- c. Logistics Support and Management
- d. Support Services Management
- e. Subcontract Management

**OUR CLIENTELLE**



**OUR REGIONAL OFFICES**

**Kenya**  
Juliet Towers (above Naivas), Ngong Town  
Tel: +254 (0) 20 235 7842  
Cell: +254 (0) 735 123 464  
Email: consult@careeroptionsafrica.co.ke  
info@careeroptionsafrica.co.ke

**Uganda**  
Jenna Plaza, 3rd Floor, Nkrumah Rd Kampala  
P.O. Box 27814 Kampala Uganda  
Tel: +256 (0) 414 231 16  
Email: info.ug@careeroptionsafrica.co.ke

**Rwanda**  
Nyarugenge, Umuyi wa Kigali, Kigali  
Tel: +250 (0) 780 664 740  
Email: info.rw@careeroptionsafrica.co.ke

**Tanzania**  
Dar es Salaam - Dar Free Market Complex 2nd Floor  
Ali Hassan Mwinyi Road (Next to Kenya Embassy)  
Tel: +255 (0) 743 632 164 Cell: +255 (0) 669 325 564  
Email: info@careeroptionsafrica.co.tz  
Arusha - Njoro Nane Nane, Njoro Road  
P.O. Box 7452, Arusha  
Tel: +255 (0) 769 768 004 Cell: +255 (0) 759 310 149  
Email: info@careeroptionsafrica.co.tz

Membership of ATE is open to all Tanzanian employers:- Individuals, partnerships, companies, public corporations, local and other public authorities or associations of employers



## How to become a member of ATE

Membership of the Association of Tanzania Employers ( ATE) is open to all Employers of all nationalities whether Individuals, Partnerships, Companies, Public corporations, Government Agencies, Diplomatic Missions, International Agencies, Local and other Public Authorities

### HOW DO YOU GET ATE MEMBERSHIP APPLICATION FORMS?

Fill in Membership Registration Form which can be downloaded from our website [www.ate.or.tz](http://www.ate.or.tz) or write to us at [info@ate.or.tz](mailto:info@ate.or.tz) accompanied by:-

- Company Registration Certificate
- Business License
- Social Security remittance
- Payment of entrance and membership subscription



#### **Head Office**

Plot No. 692, Mikocheni B  
Coca Cola Road  
P.O. Box 2971, Dar es Salaam  
Tel: +255 22 2780022  
+255 22 2780023  
Email: [info@ate.or.tz](mailto:info@ate.or.tz)  
E-mail: [www.ate.or.tz](http://www.ate.or.tz)

#### **ATE Mwanza Zonal Office**

2nd Floor, Rock City Mall (Wing D)  
P.O. Box 2418 Mwanza, Tanzania  
Tel: +255 282 981 1123  
Mobile: +255 688 200 255  
+255 687 756 230  
e-mail: [atemwanza@ate.or.tz](mailto:atemwanza@ate.or.tz)

#### **ATE Arusha Zonal Office**

AICC, Ngorongoro wing  
Room 234  
P.O. Box 16521, Arusha  
Tel: +255 272 545 371  
+255 786 655 326  
email: [atearusha@ate.or.tz](mailto:atearusha@ate.or.tz)



**Facebook: Association of Tanzania Employers**



**Instagram: Association of Tanzania Employers**



**Twitter@ATElive**