

A | T | E

ASSOCIATION OF TANZANIA EMPLOYERS

Employers' Choice



ANNUAL
REPORT

2017



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



We don't just fuel daily journeys

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Puma Energy is the Worlds fastest-growing independent energy company. Through our fully integrated global Midstream and Downstream business we provide high quality, competitively priced products and services to our many different customers around the world.

We find new opportunities all the time and our fuels give our extreme customers the edge they need in a competitive world.



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Statement by the Chairperson



Ms. Jayne Nyimbo
Chairperson

Beloved Members,

It is with great honour that I am pleased to present to you my first Annual Report. Let me take this opportunity to sincerely thank all of you for the trust you bestowed on me to be your Chairperson, most of all let me recognize the excellent work that was done by Immediate Chairperson, my counterpart, Hon. Almas Maige (MP) which lays the foundation for my successful transition.

I wish to complement my fellow Members of the Management Board who voluntarily and selflessly have immensely contributed to ensuring that Employers' interests remain the core business of ATE and on their behalf, I wish to also state our appreciation to the Secretariat in making our commitment to take this even to higher levels. In the same spirit, I would like to thank each member for their support and commitment towards your Association. Despite some business challenges going on at the moment, the Board remains confident for the year ahead that ATE will continue to generate sustainable returns for members.

The global real GDP grew at 3.7 percent in 2017 but is expected to slow down to 3.1 percent according to World Bank Global Economic Prospects of June 2018. The average inflation rate in EAC, SADC and other emerging economies countries declined due to persistent decrease in food prices and improved food supply in those economies.

According to the Minister of Finance and Planning speech recently made in the Parliament, the economy grew at 7.1 percent in year 2017 compared to 7 percent growth rate in 2016. The growth was largely contributed by the growth of economic activities in the mining and Quarrying (17.5 percent), water sector (16.7 percent), transport and logistics (16.6 percent) and communication sector (14.7 percent). Inflation averaged 5.3 percent in 2017 and continued decreasing down to 3.8 percent in April 2018. The reduction in inflation was largely a result of exchange rate stability, increase in food supply, strengthening of power production and stable implementation of monetary policies among other factors.

Unemployment rate in Tanzania was estimated to be 10.3 percent with youth unemployment at 11.7 percent according to the 2014 Integrated Labour Force Survey report. Unemployment is high in urban areas especially in Dar es Salaam where the same was estimated to be at 21.5 percent according to the same report.

This is the 3rd Annual Report following the transition ATE embarked on three years ago of moving the Association from a successful organization to a significant one. The Corporate Plan 2015-2025 contains six Key Results Areas that are used for planning and monitored quarterly, yearly and every after three years to ensure that the Association achieves the intended outcomes by 2025.

The Management Board held regular Meetings in the course of the year and continued to engage various stakeholders and policymakers on a wide range of issues affecting our members which include the state of labour relations, minimum wages, social security and the state of the economy.

I welcome you to read through this Annual Report and see what the Association has achieved in 2017. I wish to thank all of you for the support accorded to the Association and encourage all of us to continue paying our annual subscription in order to support the Association to continue to offer its services to you. I would like to kindly ask you to support the Association to acquire permanent offices so that you can be served better and be able to sustain your Association.

Thank you and I look forward to your continued support.

Ms. Jayne Nyimbo-Taylor
Chairperson

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Statement by the **Executive Director**

Dr. Aggrey K. Mlimuka
Executive Director

Dear esteemed Members,

I have the honour of presenting an overview of the Association's performance for 2017. This report highlights our journey towards building a stronger employer body representing business interests of our members through advocacy and quality service delivery, where necessary the report will look at the achievements and challenges for the current year.

During the year 2017, ATE continued to advocate for friendly business environment that are important in reducing costs of doing business in employment and labour related areas. Specifically, we have been working closely with our social partners, the government through the Ministry responsible for Employment and Labour, Trade Unions and other stakeholders on different forums that affect our core mandate.

ATE participated in the process of merging four social security funds, LAPF, PPF, PSPF & GEPP into Public Social Security Service Fund (PSSSF) which shall take care of contributions from public sector and NSSF to

be pension fund for private sector. It was important for ATE to be involved as at the beginning it brought uncertainties and enquiries that our members wanted to know what will be its implications

ATE continued to offer improved legal services on all employment and labour relations matters. This is among the Association's core services that are offered to members both for free and some at a discounted rate. In 2017, we managed to attend to more than 7,500 members enquiries through telephone, via emails and visits on areas of retrenchment and termination procedures, work permits and residence permits among others. Members with cases were also represented before Commission for Mediation and Arbitration (CMA) and the Labour Court in Dar es Salaam, Arusha, Mwanza, Shinyanga, Mbeya, Mtwara. ATE also reviewed several workplace tools such as the HR Manuals, Disciplinary codes, contracts of employment to be in line with the labour laws, Offered Consultations on retrenchments, Chaired a number disciplinary hearings and moderated negotiation on Collective Bargaining proceedings and Conducted legal audit for Companies for compliance on labour procedures

On training and development, ATE continued to offer training programmes to its members and Non-members to empower them with hands on experience on handling daily employment and labour relations matters at the workplaces. A total of 46 training programmes both in-house and public to 972 participants compared to 42 conducted in the previous year. These were held on different regions including Dar es Salaam, Arusha, Mwanza, Tanga and Morogoro and on various topics.

Female Future Programme was successfully implemented in 2017 and has continued to be a strong brand for ATE, its aim being to build capacity to female so that they are promoted to boards and get senior management positions. Like previous year, a number of achievements were again registered; First

Cohort of 34 females graduated and Second Cohort of 30 Ladies started and have finished sitting for exams awaiting graduation.

Under the China Africa Programme, ATE carried out **six (6)** Seminars and Training for Chinese businesses in the country and managed to get about **222** participants in total and 65 Chinese companies were visited.

With the support from Swedish Workplace HIV/AIDS Programme (SWHAP) and ILO, has continued to support its members in a project which aims at building the capacity of the companies to fight HIV/AIDS at workplace. The project has been implemented with ATE in collaboration with TUCTA and other stakeholders including TACAIDS, UNAIDS and PASADA have played a key role on providing technical support. ATE Organised a CEOs Breakfast meeting and took part in the commemoration of World Day for Health & Safety at work. We also represented members in various meetings and technical working groups as coordinated by ministry of Health.

The Employer of the Year Award 2017 was successfully carried out and was well attended by about 400 participants who included VIPs included the Minister responsible for Labour and Employment and her two Deputy Ministers, Representative from

the Norwegian Embassy, new Chinese Ambassador accompanied by the Commercial Counsellor, Private Sector CEOs, Corporate CEOs and Companies etc. This year was special in that we introduced eight (8) new award criteria and four (4) award categories making a total of seventeen (17) award criteria. Participation rate increased by 65% due to awareness and the importance of Human Resources that organisations had invested in.

Let me now take this opportunity on behalf of the Secretariat to convey my sincere gratitude and appreciation to the Management Board for their remarkable contribution to the Association. Their dedicated efforts and commitment have seen ATE achieve the desired outcome. I specifically thank all development partners such as NHO, ILO, DECP, SWHAP and members who have continued to support the Association through subscriptions, donations, sponsorships and adverts in our Annual Reports that have enabled smooth implementation of planned activities.

Thank you

Dr. Aggrey K. Mlimuka

EXECUTIVE DIRECTOR



About ATE

The Association of Tanzania Employers (ATE) is the most representative Employers Organization in Tanzania. It was formed in 1960 to represent and protect 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 has about 1,500 registered direct members and about 7,500 indirect members drawn from private business firms, companies and some parastatal organizations.

Membership of ATE is open to all Tanzanian employers:- Individuals, partnerships, companies, public corporations, local and other public authorities or associations of employers and is currently classified into 8 divisions.

Services offered:-

1. Industrial relations
2. Representation before CMA and Labour Court
3. Training and Seminars
4. Consultancies on HR issues
5. Policy, Research and Advocacy
6. Information and Networking
7. Processing of Work/Residence Permits
8. Female Future Programme

ATE Vision
The most preferred organization addressing the evolving business needs of employers in Tanzania

ATE Mission
To represent and advocate for the business interests of employers

ATE Motto
Every good Employer is a member of the Association of Tanzania Employers

For more information visit www.ate.or.tz / www.eya.co.tz

Management Board Members



CHAIRPERSON
Ms. Jayne Nyimbo
 Car Track



VICE -CHAIRPERSON
Adv. Cornelius Kariwa
 Kariwa & Company Advocate



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



IMMEDIATE PAST CHAIRPERSON
Adv. Cornelius Kariwa
 Kariwa & Company Advocate



EXECUTIVE DIRECTOR & SECRETARY TO THE BOARD
Dr. Aggrey Mlimuka



Mr. Sanjay Rhugan
 Standard Chartered Bank



NORTHERN ZONE CHAIRPERSON
Joyce Mullings
 International School Moshi



Mr. David Magese
 Tanzania Breweries Ltd.



Mrs. Rifai Mkumba
 East African Cables



Ms. Amelye Nyembe
 TOTAL Tanzania



Mr. Teophory Mbilinyi
 SSRA



Ms. Janet Lekashingo
 ACACIA



Mr. Jones Sikira
 Tea Association of Tanzania



Dr. Ellen Mkondya Senkoro
Benjamin Mkapa HIV/AIDS



Mr. Sabasaba Moshingi
Tanzania Postal Bank (TPB)



Ms. Bertha Minja
WWF Tanzania



Mr. Jaffary Ally
TPC Ltd.



Mr. Kabeho Solo
Crystal Human Capital



Ms. Stella Katende
Social Achiram Trust Fund



Mr. Kara Remtullah
S & M Security Services



Ms. Nura-Lisa Karamagi
Hotel association Tanzania



Mr. Samuel Mtoni
Ernest & Young



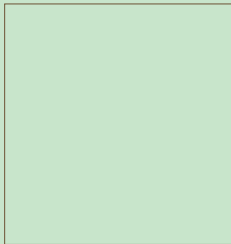
Ms. Fatma Msofe
Dalbit Petroleum



Ms. Margareth Chacha
Tanzania Women's Bank
(TWB)



Mr. Janson Huang
Group Six International



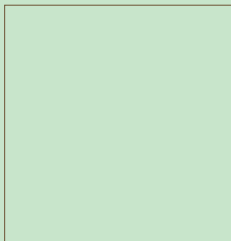
Mr. Christopher Kazinja
FNB Bank



Mr. Albert Katagira
Tusiime Holdings



Ms. Peruzy Roche



Mr. Rugemalira Rutahaba
Clouds Media Group



Mr. Calvin Mlingi
Shanta Mining



Ms. Kabula Makoye

ATE Secretariat



Dr. Aggrey Mlimuka
Executive Director



Suzanne Ndomba-Doran (Adv.)
Legal Services Manager



Joyce Nangai-Ibengwe
NHO Project Coordinator



Dan Sora Tandasi
Economist



Immaculatha Nkya
Finance & Administration Manager



Patricia Chao
Membership & Marketing Manager



Peter Ngowi (Adv.)
Senior Legal Officer



Albert Rukeisa
Training Coordinator



Mercy-Grace Kisinza (Adv.)
Zonal Officer (Northern Zone)



Avitus Rugakingira (Adv.)
Legal Officer



Selestine Leonard
Senior Membership Officer



Conrad Kato (Adv.)
Zonal Officer (Lake Zone)



Betty Mwakalinga
Office Management Secretary/
Admin Assistant



Emmanuel Ikongwe
Accountant



Rhoda Mbonea
Assistant Accountant



Ibrahim Kajumulo
Membership Accounts Officer



Yunge Kanuda
Communication Officer



Hellen Mkwizu
Intern-China Africa



Stanslaus Belela
Training Officer



Eric Swai (Adv.)
Legal Officer-Northern Zone



Emanuel Maige
Legal Officer



Neema Mbogo
Female Future Assistant



Witness Mollel
Membership Officer -
Lake Zone



Pendo Mgaya
Training Assistant



Amina
Apprentist-Finance



Queen Ashery
Apprentist-Training



Agape Sanga
Apprentist-Membership



Juma Kinyogoli
Driver



Greyson Mlahagwa
Driver



Chuli Ramadhani
Office Assistant



Female Future Coordinator

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Industrial Relations and Legal Consultancies

ATE provides a wide range of services to employers related to labour legislation, industrial relations and people management!!!



Following regular consultation with employers, we have found out that many employers in Tanzania still experience challenges in handling employment and labour related issues at the workplaces which may sometimes lead to disharmony, reduced productivity due to time wasted in solving disputes thereby increasing operational costs. ATE provides a wide range of services to employers related to labour legislation, industrial relations and people management.

With a heavily invested competent Legal Department, ATE is uniquely equipped to address these challenges

through empowering members with appropriate practical guidance and tools to handle bi-partite dialogue with employees/trade unions at workplace level.

As it is widely known, Employment law is a complex legal area, and companies of all sizes require specialist and practical legal advice and guidance on a wide range of Tanzanian Employment & labour Law issues. ATE, as an employer's Organisation provide specialists advice on labour related matters, and monitor emerging issues in employment legislation and statute labour laws



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in Tanzania. ATE is part of the tripartite relationship between the government, employers, and trade union.

The diverse expertise of our legal team facilitates fully integrated advice on labour law and labour procedural issues. Our lawyers advise and practice on an extensive spectrum of labour law matters such as: industrial relations, redundancies, employment disputes, termination & dismissals, disciplinary hearings and employment contracts. We are experienced in representing clients before the Commission for Mediation and Arbitration, The High Court of Tanzania (Labour Division), the Court of Appeal of Tanzania.

Other member advisory services relate to work permit issues, review of employment handbooks & policy, and facilitate member training and updates on employment law. Our members are small to large domestic and international companies across all business/industry sectors.

Legal Services

- Free short legal advice to members.
- Representation at the Commission for Mediation and Arbitration, The High Court of Tanzania (Labour Division), the Court of Appeal of Tanzania.
- Consultancy on Retrenchment and Redundancy procedures.
- Consultancy on Disciplinary Hearing Procedures.
- Employment Contracts Review and drafting of Documents such as, Human Resources Handbooks, Manuals and Policies, Succession planning policies, disciplinary hearing procedures, Grievance procedures advise.
- Moderate Collective Bargaining Agreements.
- Company Registration.
- Taxation on Employment.
- Audit on compliance and HR best practice with employment law.
- Work permits (compliance, and permit

processing). In 2017, the Association continued to provide legal support to employers generally on Industrial relations and all employment and Labour related issues. Specifically the following were major achievements registered in this year under review:-

- Legal advisory service was provided to members throughout the year through legal opinion via emails, telephone and visits. More than 7,500 enquiries were attended specifically on areas of retrenchment procedures, disciplinary and termination procedures, work permits and residence permits among others
- Members with cases were also represented before Commission for Mediation and Arbitration (CMA) and the Labour Court in Dar es Salaam, Arusha, Mwanza, Shinyanga, Mbeya, Mtwara.
- ATE also reviewed several workplace tools such as the HR Manuals, Disciplinary codes, contracts of employment to be in line with the labour laws
- Offered Consultations on retrenchments
- Chaired a number disciplinary hearings and moderated negotiation on Collective Bargaining proceedings (mmh check this)
- Conducted legal audit for Companies for compliance on labour procedures

It is important to mention that during in 2017 like the previous year, many businesses went through retrenchment by reducing headcount and some redundancies by closing operations, many Companies felt the economy shift and couldn't afford to keep a certain number of employees and changed strategy by reducing a number of employees and keep the multi task ones and stay on core business. The legal team supported these employers by providing expert advise on the proper procedure to conduct retrenchment as per the Employment and Labour Relations, Act, 2004 and the procedures under the Code of Good Practice, GN. 47/2007.

Keep engaging our legal services for quality practical and strategic advice

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Research, Policy and 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, Policy and Advocacy role after which 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, Policy Advocacy Role

During the year 2017, ATE continued to advocate for friendly business environment that are important in reducing costs of doing business in employment and labour related areas. Specifically, we have been working closely with our social partners, the government through the Ministry responsible for Employment and Labour, Trade Union and other stakeholders on different forums that affect our core mandate.

ATE participated in the process of merging four social security funds, LAPF, PPF, PSPF & GEPP into Public Social Security Scheme Fund (PSSSF) which shall take care of contributions from public sector and NSSF to be the social scheme for private sector. It was important

for ATE to be involved as at the beginning it brought uncertainties and enquiries that our members wanted to know what will be its implication.

With support received from ILO, ATE has a revised **Business Agenda** which is a tool for lobbying and advocacy and provides guideline on advocacy issues that needs to be discussed and acted upon in order to bring conducive business environment. Below are some of these issues that ATE continued to advocate for in 2017 include but not limited to:-

- The amendment of NSSF Act, on the definition of 'salary' for the contribution of pension from gross salary to basic like other pension funds.
- 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.
- Reduction of Skills development Levy from 4.5% to 2%
- Reduction of fees for residence permits and work permits

- Non-discrimination on Workers Compensation Fund between public and private sector.
- 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 in our International Airports.
- Transfer of VETA from the ministry responsible for education to the ministry responsible for labour and employment in order to reduce the current observable academic drift and further connect the VET system with job market.
- Promotion of apprenticeship and internship as part of work readiness programs with the view of boosting skills development in the economy.
- Reduction of taxes and salaries
- 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*)
- A planned study on Employers uptake of Apprenticeship and Internship in Tanzania (*the study will be conducted with the support of ILO*)

ii Economic Brief

Economic growth and Inflation

The global real GDP grew at 3.7 percent in 2017 (IMF's World Economic Outlook-2018) but is expected to slow down to 3.1 percent according to World Bank Global Economic Prospects of June 2018. On the other hand the average inflation rate in EAC, SADC and other emerging economies countries declined due to persistent decrease in food prices and improved food supply in those economies. However, the decline in inflation rate is likely to pick up in year 2018 due to envisaged increase in food prices and upsurge of global oil prices.

Now, the Tanzania economy is projected to grow at

6.7 percent in 2018 and 6.9 percent in 2019 according to AFDB's African Economic Outlook of 2018. The growth will be attributed to several sectors driving the economy that include, public infrastructure investments, communication, tourism, services sector and mining. Inflation is expected to remain in single digits around the midterm target of 5 percent, however there are risks of the rate going up due to expected rise in oil prices at the global market.

National Budget for 2018/19

During the recently read national budget for financial year 2018/19, the government proposed a budget of TZS 31.7 trillion out of which TZS 19.2 trillion will be domestic revenues and the remaining 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 11.9 trillion or 38 percent of the total budget on development and the remaining 19.7 or 62 percent of the budget on recurrent activities. The main emphasis of the proposed budget, is improving citizens wellbeing by solving the challenges they face. This ultimate goal is expected to be achieved via development of the industrial sector that will bring about an improved economy towards attaining middle income status by 2025.

Price Stability and Credit to the Private Sector

Moreover, in a bid to maintain a business friendly price stability and promotion of credit to the private sector, the government via the central bank embarked on pursuing expansionary and accommodative monetary policy that was implemented vide downward revision of the SMR to 8 percent from 10 percent and reduction of the discount rate to 9 percent from 12 percent and the high rate of 16 percent in the past. However, the remaining challenge is that despite efforts taken by the central bank credit to the private sector continued to grow at slow rates and several banks were under central bank supervision and had their business closed down and some merged with other performing banks (such as Twiga Bancorp that merged with TPB Bank)

The Industrialization Agenda

Tanzania envisaged to become an industrial economy since independence, and several efforts that started with

the 1967 nationalization of industries were pursued; these include the 1975 Basic Industrialization Strategy, the 1996 sustainable industrial development policy (SIDP) and the Integrated Industrial Development Strategy of 2010. Now, the 5th phase government that came into power in late 2015 made industrialization a priority and there has been a demonstrated political will that aim to see the same coming into fruition. The results of this prioritization and commitment has led to emergence of new investors interested in establishing their business in the industrial sector; for example the recently launched cigarette industry by Phillip Morris in Morogoro, A TZS 261b Fruit Processing industries in Mkuranga District and there was increased number of new registered industries for example at least 393 industrial projects worth USD 2,362 billion or TZS 5.198 trillion were registered by March 2017. According to recent data it is estimated that around 3,500 have been established.

Now in view of the above mentioned industrial initiatives and milestones, the government has been keen in enhancing infrastructural development this includes but not limited to;

- Increased construction activities (road intersections, bridges, railways – ongoing upgrading of the central railway into a Standard Gauge Railway, envisaged Isaka-Kigali railway)
- The expected development of Stieglers Gorge Hydro Electric Power production and
- The expected construction of the Uganda-Tanzania Crude Oil Pipeline.

Persistent Challenges facing the Tanzanian economy

Despite various reforms and policy adjustments pursued in a bid to maintain sustainable growth, macro stability and private sector development 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 137 out of 190 economies according to the World Bank doing business report of 2018.
- High urban youth unemployment
- Skills gap

- Unpredictable policy, legal and regulatory reforms and
- Multiplicity and or overlapping of regulatory institutions mandates and
- Subdued growth of credit to the private sector

III Employment and Labour Situation in Tanzania

The Population Profile

Tanzania has an estimated population of 58¹ 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.

The working age population

Tanzania has an estimated working age population of at least 31 million persons² in 2018, of whom 61.3 percent resides in rural areas, 26.2 percent in Other Urban areas and 12.5 percent in Dar es Salaam. 64.8 percent that represents two thirds are employed in rural areas with the remaining 25.6 percent employed in rural areas.

Employment and trend of unemployment in Tanzania

According to the Integrated Labour Force Survey (ILFS)-2014 report; Employment to population ratio was 77.8 percent in 2014 and on other hand overall unemployment rate decreased 0.3 percent down to 10.3 percent in 2014 from 10.7 percent in 2011. According to the same report the city of Dar es Salaam had the highest unemployment rate of 21.5 percent with rural areas having the least unemployment rate of 8.4 percent.

Youth employment and unemployment

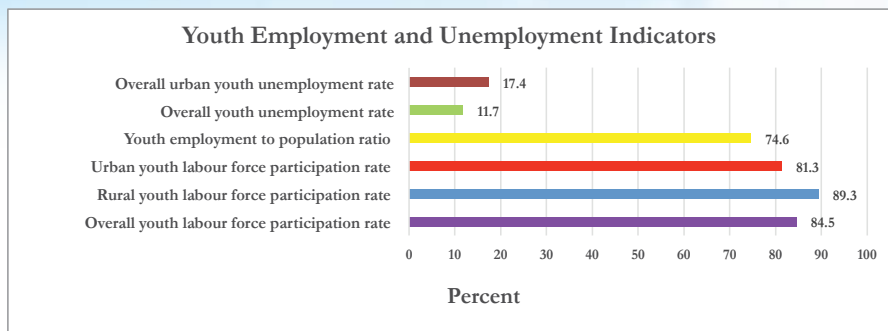
In year 2014 the youth total population aged between 15-35 years was 14.8 million, now given the increase in population the youth population is currently estimated to be around 17.6 million³. The chart below depicts situation of Youth Employment and Unemployment according to the ILFS-2014.

1 The estimate computed from the 2012 census statistics that depicted that the annual population growth of 3 percent

2 Ibid as 1

3 Reference based on ILFS-2014 data

Chart 1: Youth Employment and Unemployment Indicators



Source: Integrated Labour force Survey -2014

Child labour

It is reported by the ILFS-2014 that, children aged 5-17 years hold 32.4 percent of entire Tanzania Mainland population. It further reports that at least 28.8 percent (4.2 million) of children are used as labour in Tanzania. Most of working children are in agriculture, forestry and fishing industry. In as far as reasons for usage of child labour is concerned two reasons are provided; one is providing good upbringing and imparting of skills (44.9 percent) and the second is assisting household enterprise with 35.2 percent.

The Informal sector

Of the total employed population (formal, informal and agriculture) 21.7 percent are in the informal sector of which most are employed in the Agriculture sector. The main reasons for engaging in the informal sector are low initial capital for business and the need for additional family income

The Skills gap in Tanzania

According to the National Five Year Development Plan, 2016/17 – 2020/21 FYDP in year 2014/15 Tanzania’s annual number of students graduating from tertiary/ higher education was 40,000 of whom only 30 percent were science and engineering students. The country has the

target of increasing the tertiary education graduate number up to 120,000 with 63 percent of them being of science and engineering background the most pressing question that remain is whether the envisaged increase in graduates is going to balance with the increase in number of job opportunities. The skills gap include but not limited to the following

- Most graduates have good qualifications but lack other soft and behavioural skills such as emotional management, customer care and relationships, time management, interview skills and other social skills.
- Most graduates are of non-science and mathematics backgrounds while most jobs available prefer candidates with science and mathematics related background.
- Few skills for self-employment most of graduates look forward for wage paying employment and not self-employment this is challenging given the fact that only 40 percent of graduates get employed annually.

Tanzania is still wanting in terms of quantity of skills and their relevance in the market. Chart 2 below depicts indicators and targets for skills development as provided in the National Five Year Development Plan; 2016/17 – 2020/21.

Chart 2: Indicators and targets for skills development, 2015/16 to 2025/26



Source: National Five Year Development Plan, 2016/17 – 2020/21



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- **INSTALLATION.** With our professional installation team, we will set up world-class security services for you

7

Training and Development

ATE is committed to creating good relationship between employers, employees and unions. We ensure that our members are well equipped and empowered to constantly be in compliance with relevant employment and labour legislation. The Association thus develops and delivers up to date relevant training content on all employment and labour related issues.

ATE understands that a heavy investment in training reflects an organisation's determination for continuous learning, growth and improved performance. In order to retain high performing employees an organisation needs to commit to improve on a daily basis.

Businesses today recognise the importance of investing in continuous learning and job training to enhance competitive advantage. Capacity building to employers and employees is an important element that ATE has been doing over the years in fulfilling ATE's strategic objective of empowering employers with appropriate tools and knowledge for productivity and competitiveness. ATE also ensures that employers benefit from customised training programmes which are well researched, developed to suit their unique needs.

Seminars and Training

ATE this year continued to offer training programmes to its members and Non-members to empower them with hands on experience on handling daily employment and labour relations matters at the workplaces.

We conducted a total of 46 training programmes both in-house and public to 972 participants compared to 42 conducted in the previous year. These were held on different regions including Dar es Salaam, Arusha, Mwanza, Tanga and Morogoro and on various topics as seen on the table below: -

	Training Programs	Type	Dates	Location
1	Effective Handling of Disciplinary Procedures & Chairing of hearings at the Workplace for Mount Meru officials	In-house Training	February	Arusha
2	Effective Handling of Disciplinary Procedures & Chairing of hearings at the Workplace for BOT officials	In-house Training	January	Arusha
3	Overview of Labour laws for JTI Officials	In-house Training	February	Morogoro
4	Effective Handling of Disciplinary Procedures & Chairing of hearings at the Workplace for Sanlam officials	In-house Training	February	DSM
5	Performance Management	Public Training	February	DSM
6	Overview of Labour laws for Pepsi (SBC) Officials	In-house Training	February	DSM
7	Industrial Action and Employee Relations	Public Training	March	DSM
8	Workers Compensation act and its regulations	Public Training	March	Arusha
9	Supervisory Skills for Shanta Mining Officials	In-house Training	March	Mbeya-Chunya
10	Talent Management career, & Succession Planning	Public Training	March	DSM
11	Human Resources Planning, Recruitment, Selection and Induction	Public Training	April	DSM
12	Effective Handling of Disciplinary Procedures & Chairing of hearings at the Workplace for TIB Bank officials	In-house Training	April	DSM
13	Overview of Labour laws for BancABC Officials	In-house Training	April	DSM
14	Comprehensive Standard Labour Practices at the Workplace	Public Training	May	Arusha

15	Effective Handling of Disc. Procedures and Chairing of Hearing at the Workplace	Public Training	May	DSM
16	Management of Employment Contracting, Staff Separation & Retrenchment	Public Training	May	DSM
17	Leadership & Corporate Governance for TTCL Board members	In-house Training	May	DSM
18	Negotiation skills for Geita Gold Mine Officials	In-house Training	May	GEITA
19	HR Metrics and Data Analysis	Public Training	June	DSM
20	Effective Handling of Disc. Procedures and Chairing of Hearing at the Workplace for Azania Bank Officials	In-house Training	June	DSM
21	Management of Employment Contracting, Staff Separation & Retrenchment	Public Training	June	DSM
22	Managing Emerging Health Issues at the Workplace	Public Training	June	DSM
23	Planning for Retirement and Entrepreneurship for Barclays Bank Officials	In-house Training	July	DSM
24	Effective Handling of Disc. Procedures and Chairing of Hearing at the Workplace	Public Training	July	Morogoro
25	Comprehensive Standard Labour Practices at the Workplace	Public Training	July	DSM
	Planning for Retirement and Entrepreneurship for KCB Bank Officials	In-house Training	July	DSM
26	Training of Trainers/Learning and Development	Public Training	July	DSM
27	Customer Service Management	Public Training	August	DSM
28	HR Metrics	Public Training	August	DSM
30	Effective Handling of Disc. Procedures and Chairing of Hearing at the Workplace for Marie Stopes Officials	In-house Training	August	DSM
31	Workers Compensation act and its regulations	Public Training	August	Tanga
32	Overview of Labour laws for GCS Officials	In-house Training	September	Arusha
33	Effective Handling of Disc. Procedures and Chairing of Hearing at the Workplace	Public Training	September	Arusha
34	Effective Handling of Disc. Procedures and Chairing of Hearing at the Workplace for TCC Officials	In-house Training	September	DSM
35	Strategic role of HR in today's Organisation	Public Training	September	DSM
36	ACACIA - Carrier fair	In-house Training	September	Kahama
37	Disciplinary Procedures and Performance Management For Mantrack Officials	In-house Training	October	DSM
38	Workplace performance for today's Organisation	Public Training	October	Morogoro
39	Talent Management career, & Succession Planning	Public Training	October	DSM
40	Workers Compensation act and its regulations	Public Training	October	DSM
41	Effective Handling of Disc. Procedures and Chairing of Hearing at the Workplace for G4S Security Officials	In-house Training	October	DSM
42	Essential of Occupational Safety & Health (E-OSH)	Public Training	November	DSM
43	Planning for Retirement and Entrepreneurship	Public Training	November	DSM
44	Customer Service Management	Public Training	November	DSM
45	Comprehensive Standard Labour Practices at the Workplace	Public Training	November	MWZ
46	Effective Handling of Disc. Procedures and Chairing of Hearing at the Workplace for Twiga Cement Officials	In-house Training	December	DSM

Participants and trainers to some of ATE's seminars and training 2017



Participants and trainers to some






of ATE's seminars and training 2017



ATE TRAINING CALENDAR
OPEN TRAINING PROGRAMS

CODE	PROGRAM TITLE	Objective & Content
LEGAL & INDUSTRIAL RELATIONS		
ATE.T01	Workplace Standards and Labour Laws Compliance in Tanzania	The course gives grounding in key aspects of the current employment laws applicable in Tanzania and general standard labour practices at the workplace
ATE.T02	Public service Employment Laws and Challenges Associated	Participants from public sector will be taken through the Public Employment Laws that will guide them on disciplinary handling issues, negotiations and many other many challenges on the laws.
ATE.03	Management of Employment Contracting and Staff Separation	The program 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.04	Effective Handling of Disciplinary Procedures & Chairing of Hearing at the Work Place	The program aims at imparting relevant skills in the law, art and practice of handling staff discipline and grievance issues at the workplace.
ATE.05	Workers' Compensation Act 2008 and Its Regulations	The programs 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
OCCUPATIONAL HEALTH & SAFETY		
ATE.T06	Essentials of Occupational Safety & Health(E-OSH)	The program aims at imparting essential aspects of OSH to address various employer needs. Over 20 modules covering the essential notions of OSH under General Concepts & Specific Risks (includes Tutorial Films, Animations, & Self- Assessment exercises)
MANAGEMENT PROGRAMS		
ATE.T07	Human Resources Metrics and Data Analysis	This program will explore how best HR Measurements can transform HR departments into strategic partners for for performance improvement and efficiency maximization.
ATE08	Managing Poor Performance	The program 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.T09	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.T10	Effective HR Planning, Recruitment, Selection & Induction	This program 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.11	Talent Management and Succession Planning	This program 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.T12	Managing Organisation Change	To equip participants with the Change Management techniques, Come up with back-out procedures in case, the change is not having the desired effect., Implement the planned change., Monitor and evaluate the change before, during and after its implementation.
ATE13	Finance Management for Non - Financial 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.T14	Strategic Roles of HR for today's Organisation	Equipping the HRs with an ability to align HR goals with the organization's goals. Managerial process requiring Human Resource (HR) policies and practices to be linked with the strategic objectives of the organization, such as profitability, business reputation, ethics and principles.
ATE.T15	Training of Trainers/Learning and Development	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.
ATE.T16	Customer service Excellence for frontline officials	This programme provides tools to focus on the important role of the individual in building client loyalty, creating a positive impression, from customer satisfaction to customer delight and contributing to a workplace service culture.
ATE.T17	Training Needs Assessment and Evaluation	This practical programme provides the latest methods and tools to be able to complete two most important areas of the training cycle – Training Needs Analysis (TNA) and Evaluation.
ATE.T18	Employee Engagement	This training will help HRs to captivate employees Commitment to their organisation's goals and values, motivated to contribute to organisational success and are able, at the same time, to enhance their own sense of well-being. Engagement is therefore a tool for organisational success
ATE.T 19	Managing Workplace Conflicts	The aim of conflict management training is to introduce practical conflict resolution techniques and strategies that managers and team leaders can effectively utilise when managing conflict in the workplace.
ATE.T20	Planning for Retirement & Entrepreneurship	Employees on normal retirement or retrenchment need to be assisted to make a smooth transition into their new Career. This Programme equip participants with knowledge and skills necessary to run the businesses and cope with the new environment.

KEY DAR ES SALAAM  ARUSHA  TANGA  **NB:** 1. The quoted fee is per person
2. All rates are VAT inclusive
3. Special discounts: 3 – 5%
4. All the above program are subject to availability

IN-HOUSE TRAININGS:	PROGRAM TITLE	TARGET GROUP
<p>Apart from the scheduled programs, we also offer in-house trainings for the following courses, among others:</p>	Negotiation Skills for Collective Bargaining	Executives involved in negotiations, senior and middle level Managers and Workers' representatives
	Collective Bargaining at Workplace	Senior Management Officials, Line Managers
	Chairing of Disciplinary Proceedings at Workplace	Supervisors
	Supervisory Development	Senior Executives & Board of Directors
	Strategic Management	Senior Executives & Boards of Directors
	Corporate Governance	Senior and Middle Level Managers
	Sexual Harassment at Workplace	Staff who are about to leave the organization
	Pre-retirement Planning	Staff involved in HIV & AIDS activities at workplace
	HIV & AIDS Peer Educators & Facilitators	Senior & Middle Level Managers, Human Resources
	Developing Human Resources	Non-HR Managers
	HR for non-HR Managers	Staff with direct interface with customers, employees and the public
	Customer Care	Middle & Senior Managers
Managing Organisational Change		

NDAR – 2018

PROGRAMMES															
Duration	Cost TShs. Members	Cost Tshs. Non - Members	Location	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
INDUSTRIAL TRAINING PROGRAMMES															
5	1,000,000	1,200,000	Arusha							02-06					
			Mwanza												03-07
			DSM			05-09									
3	700,000	850,000	Morogoro					09-11							
			DSM		21-23										
3	700,000	850,000	Tanga					16-18							
			Morogoro				05-06								
2	500,000	650,000	Arusha									21-22			
			DSM												
			DSM										24-26		
3	700,000	850,000	Morogoro								15-17				
HEALTH & SAFETY PROGRAMMES															
2	500,000	650,000	DSM												15-16
WORKSHOP PROGRAMMES															
2	500,000	650,000	Morogoro												08-09
	500,000	650,000	DSM								02-03				
1	300,000	400,000	Tanga										06		
			DSM					04							
3	700,000	850,000	Morogoro								29-31				
5	1,000,000	1,200,000	Morogoro				09-13								
			DSM												
2	500,000	650,000	Tanga										27-28		
			Morogoro			15-16									
3	700,000	850,000	Morogoro												
			DSM												28-30
			Mwanza												
3	700,000	850,000	Tanga												
			Morogoro						20-22						
5	1,000,000	1,200,000	Morogoro									10-14			
			DSM							04-08					
3	700,000	850,000	Tanga					09-11							
3	700,000	850,000	DSM								25-27				
2	500,000	650,000	Tanga								12-13				
2	500,000	650,000	DSM							28-29					
2	500,000	650,000	Morogoro			22-23									
5	1,000,000	1,200,000	DSM										15-19		
			Morogoro					21-25							

participant per program and covers tuition, course materials, lunches, two teas and a certificate of participation
 4 delegates - 5% discount, 5 - 8 delegates - ≥ 10% discount, 9 delegates - 15% discount
 can be tailored to a specific organisation as in-house programs

and middle level managers and workers' representatives
 Supervisors, Human Capital Managers/Officers etc.

workplace
 Capital Managers/Officers

operational staff, supervisors & managers

For more information contact:

Albert Rukeisa, Training Coordinator,
 Tel: +255 22 276 2158/59,
 Mobile: +255 683 932 308,
 E-mail: rukeisa@ate.or.tz,
 albert.rukeisa@gmail.com,
 info@ate.or.tz

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

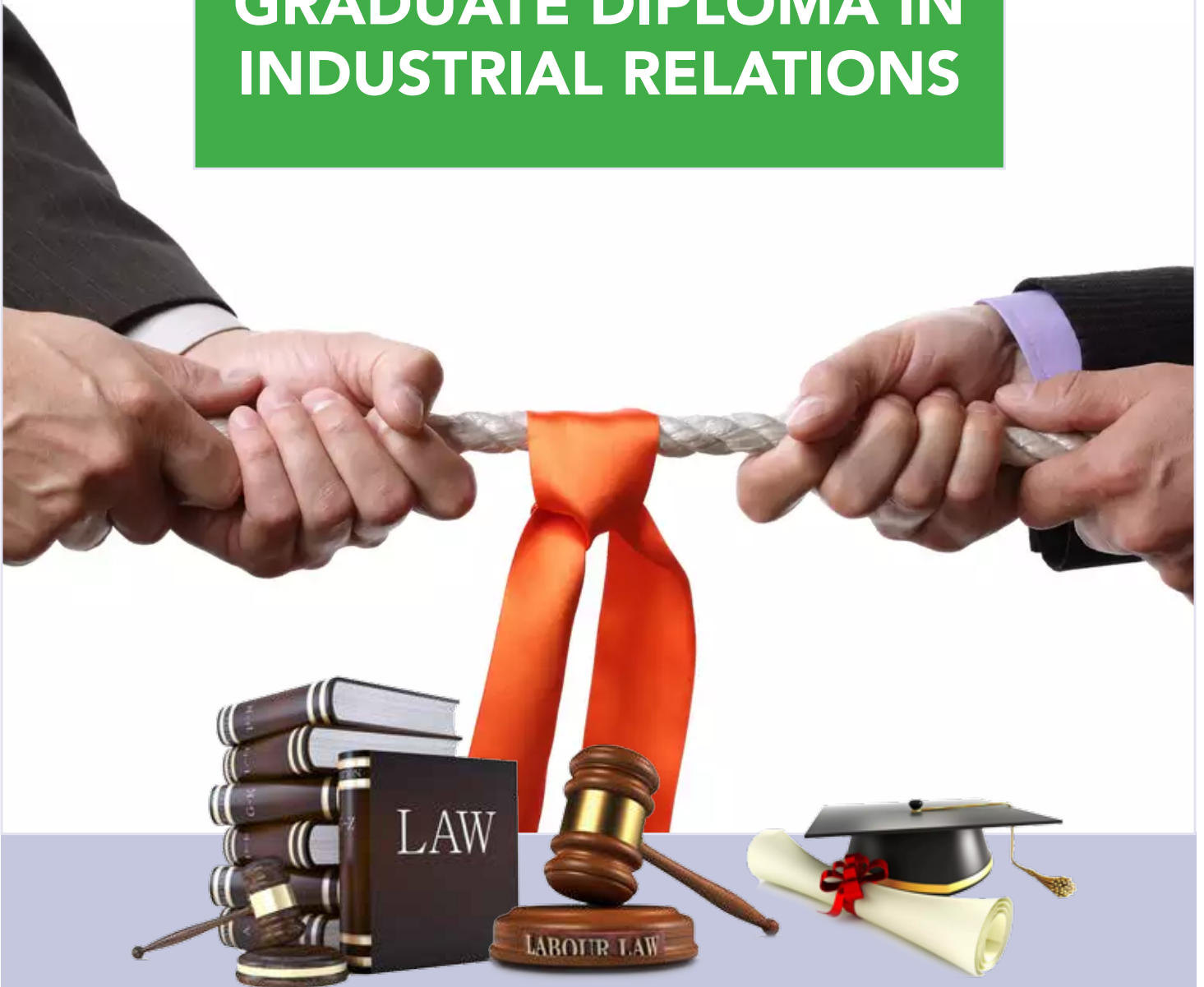
This service aims to improve business performance by utilizing both male and female workers an element that is essential for an effective and modern gender responsive organization.



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

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.....**

8

Health and HIV Support Service to Private Sector

Health and HIV poses a threat to Development, Security and Economic growth ATE has made efforts in ensuring that HIV and AIDS response is promoted and prioritized among private sector employers so as complimenting in the national response. Now that the global HIV and AIDS focal is directed towards achieving the three 90'S by the year 2020, i.e. the first 90 is 90% of all PLHIV know their status, second 90 is 90% of all PLHIV that know their status have commenced and adhered on treatment, while the last 90 is 90% of all PLHIV on treatment have a suppressed viral infection. Therefore, among strategies in ensuring that these 90s are achieved is also based on the commitment and engagement of private sector in the national response towards reduction of New HIV infection and elimination of AIDS related Death.

In 2017 ATE with the support from Swedish Workplace HIV/AIDS Programme (SWHAP) and ILO, has continued to support its members in a project which aims at building the capacity of the companies to fight HIV/AIDS at work place. The project has been implemented with ATE in collaboration with TUCTA and other stakeholders including TACAIDS, UNAIDS and PASADA have played a key role on providing technical support.

ATE has taken part in the commemoration of Word Day for Health & Safety at work. The event was held at Kilimanjaro Region and it was guided by the theme **“Optimize the collection and use of OSH**

data”. And representing its members in various meeting and technical working group as coordinated by ministry of Health

In December ATE conducted the CEOs Breakfast meeting the meeting was part of the commemoration of Words AIDS Day and it was guided by the theme of **“Support AIDS Trust Fund Protect & Save the Lives of Tanzania”** the meeting was led by ATE Executive Director, Dr Aggrey Mlimuka, TUCTA Secretary General, Dr. Yahaya Msigwa, TACAIDS Executive Director , Dr. Leonard Maboko and TPSF Executive Director Mr. Godfrey Simbeye among others



A cross section of companies and their employees committed to implementing Health and HIV/AIDS Programmes at their Workplaces





Do you know?

Every employer in consultation with MOHSW shall establish and coordinate a workplace programme on HIV/AIDS for employees under his control and such programme shall include provision of gender responsive HIV and AIDS education, distribution of condoms and support to people living with HIV and AIDS (HIV/AIDS Prevention and Control Act, 2008)

ATE can assist your company to:

- Conduct survey related to health and HIV (Knowledge, attitude, behaviour & practice)
- Design a Workplace program
- Implement Workplace program
- Review and/or Develop Workplace HIV and Health Policy
- Train Peer Educators, Staff and Managers on HIV and Health including

Non communicable diseases (NCDs), Occupational Stress Management, STIs and other infectious diseases such as TB as well as various laws relating to Health and HIV

- Integrate Health and HIV in company recreational activities
- Provide information (IEC) materials on HIV and NCDs



CATERING SERVICES

SAFETY SOLUTIONS

FACILITIES MANAGEMENT

REMOTE SITE SOLUTIONS

OUTDOOR CATERING

ISO 22000:2005 Certified Company

Membership and Networking Events

Membership is at the Centre of all our work at ATE and therefore we make extra efforts based on our core mandate to delivering better services thus able to retain and recruit new ones. The Association serves a membership consisting of Large, medium, small and macro enterprises spread across all sectors of the national economy.

Our members enjoy the following benefits in addition to free services that are available at their disposal such as;-

- Network with other Employers
- Collectively be in a position of influencing government policies and legislations that are key for maintaining conducive business environment
- get opportunity to air out their views and opinion on issues related to Employment and Labour and advocate for conducive business environment
- to learn best practices
- to be kept abreast on issues related to Employment and labour
- to be assisted with direct linkage with Tripartite Partners as well Government decision makers on issues related to their Business
- building their organization brand by belonging to an Employers' Organization in the country

Free services for members:

- Legal advisory services on labour and employment laws and Human Resources Management
- Exclusive personalised consultations through telephone or meetings or emails
- Eligibility to participate in Employer of the Year Award (EYA)

- Eligibility to attend Annual General Meetings (AGM)
- Participating in policy, Advocacy and Research
- Information on employment and labour issues
- Access to attend local, regional and international workshops/meetings
- Calendar of National holidays

Discounted services for members:

- Consultancies on labour and employment issues e.g. enterprise re-structuring
- Representation before the Courts of Law and Commission for Mediation and Arbitration
- Seminars and Training on labour and employment issues
- Processing of Work/Residence Permits
- Development and Review of Human Resources

In order to improve on membership engagement, in 2017 a number of membership events were carried out such as workshops, Annual General Meeting, Board Meetings, Human Resources Meetings, Divisions Meetings, Employer of the Year Award and Chinese meetings, the aim being to continuously build capacity to members while allowing them to network with their fellow employers. documents e.g. staff handbooks, Workplace Manuals, etc

- Chairing of Disciplinary hearings
- Drafting of Collective Bargaining Agreements (CBAs)
- Collective bargaining negotiations with Trade Unions/Employees
- Dispute settlement through negotiations with Trade Unions/Employees
- Pocket size Toolkits e.g. FAQ, Termination, grievance handling procedure etc
- Tickets to attend Employer of the Year Award giving ceremony

New Members for 2017

Below is the list of new members during the year 2017:-Mather & Platt Co. Ltd

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 (I) Ltd
6. Takims Holidays Tours & Safaris Ltd
7. Staffing Solutions (I) Ltd
8. CMC Rent-A-Car (EuropCar)
9. Bravo Logistics (I) Ltd
10. Petroleum & Industrial Services (I) 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(I) Ltd
20. Quality Food Products Ltd
21. Amend Org (I)
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 (I) 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 (I) Life Assurance
43. GCS (I) 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 (I) 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. Tujijenge
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

High Level Workshop & 58

The Annual General Meeting of the Association of Tanzania Employers was successfully held in 2017 and was well attended by more than 250 participants. The AGM was preceded by a high-level conference with important topics on *“Government efforts in attracting Investments and lowering the costs of doing business in Tanzania, Presentation and updates on Social Security Regulatory Authority and Workers Compensation Fund and their effects to Employers”*. The Chief Guest was the Minister of Industry, Trade and Investments, **Hon. Charles Mwijage (MP)**, accompanied by a senior official from his Ministry who delivered a presentation on Governments initiatives to address the challenges regarding costs of doing business. ATE HR network is growing and we have developed a tool on how to maintain and keep this network stronger and more engaged.



th Annual General Meeting



Membership Satisfaction Survey

According to the Membership Satisfaction Survey that was conducted last year, 85% of members are generally satisfied with ATE services, 65% receive information regarding their inquiries on time, 57% say we are proactive and take action on relevant issues, 82% of members are satisfied with role in Policy influence, 23% of members often use ATE Legal services while 77% use occasionally. Of those using Legal services 97% are satisfied. 32% of members often use Training service and remaining 68% occasionally use.

Some of the members' challenges this year include: - Short term contracts, Workers compensation Fund, reduction of amount of taxation to employees, SDL and fees on non-citizens very high, importance of trade unions at the workplaces, capacity building to regional lawyers and increasing number of lawyers and regular updates regarding changes on labour and employment matters among others.

Northern Zone Office in Arusha

The Northern zone through Arusha office raised has continued to offer legal advisory services and representations before Commission for Mediation and Arbitration and Labour Courts. We had 24 cases and 11 consultancies were handled.

In this year, Northern Zone Office was able to be financially sustainable and to serve members more effectively. Through conducting Membership campaigns, we were able to recruit 14 new members.

Lake Zone office in Mwanza

The Lake zone in year 2017 has managed to recruit four members and has continued to offer legal advisory services and representations before Commission for Mediation and Arbitration and Labour

Courts. Currently there are 14 CMA cases and 11 High Court Revision cases being represented through the Zone.

In order to extend visibility, the Zone office was moved to Rocky City Mall where there are many Companies within the Mall and a lot of activities which will make the Zone office visible to Mwanza businesses and the rent fee for the office is much cheaper by half compared to where the office was at TTCL.

Members recruited;

- Union Of Tanzania Press Club (Utpc), Mwanza
- Mipa Hotel, Mwanza
- Prince Pharmaceuticals Co Limited, Mwanza
- Earth Science Institute Of Shinyanga (Esis)(Chuo Cha Madini Shinyanga)

Towards establishment of Central Zone Office in Dodoma

Taking into consideration the growing business opportunities following our government's decision to relocate all important government functions and administration to Dodoma, the capital city of Tanzania. Most Ministries and important institutions have already moved to Dodoma including our Partner, the Ministry responsible for Employment and Labour under the Prime Minister's Office and as we stand some of our members have also extended their operations to Dodoma. We carried out two big Membership visits in Dodoma creating awareness about ATE, 140 companies were reached and we now have 4 new big members in Dodoma. We were able to identify an office space following our Board decision to explore possibilities of establishing an office in Dodoma. Dodoma has great potential and we look forward to increase our presence there.

P5 HR Consulting, Ltd.

Tel +255784200876
or +2552501403

SPECIALISING IN
REQUISITE ORGANIZATION
A TOTAL SYSTEM

Our Resources

Our resources include Organizational development specialists and executives with both local and international experiences in variety of industries including Mining, Oil and Gas, Manufacturing Cement, Banking and Services across the globe.

Our Offices

SEIF Plaza Along Nyerere Road
Plot no. 94 Block S
P. O. Box 2226 Mwanza
Floor 5 Office 1

Email Tano@p5hrconsultingltd.com

Operational Risk?
Poor Performance?
High Overhead Costs?
Lost Profitability?
Systems
Drive Behaviour

"People" are not the cause of poor performance – poor systems are the cause of poor performance and create operational risks.



REQUISITE ORGANIZATION is a total system for accountable managerial leadership which is designed to effectively achieve business expectations with:

RIGHT Roles
RIGHT People
RIGHT Work at the RIGHT Time

WWW.REQUISITE.ORG



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LOGISTICS STRATEGY ✓

FINANCIAL STRATEGY ✓

HR STRATEGY ✓

ALIGN YOUR HR STRATEGY WITH THE BUSINESS

**PILLEMON TANO, MANAGING DIRECTOR
AND ASSOCIATE MEMBER OF ROI**

Requisite Organization International Institute

REQUISITE
Science Based Management

LEARN MORE ABOUT REQUISITE ORGANIZATION AT WWW.REQUISITE.ORG

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



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SECURITY AND RISK MANAGEMENT LTD

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RISK MANAGEMENT

"Your Security Is Our Concern"

UP TO 100% SECURITY

ABOUT US
This is a Private Security Company based in Dar es Salaam and having Branch offices in Tanga and Arusha Regions. It is licensed to work nationwide.

GUARDING SERVICES OFFERED

- Unarmed Security Guards
- Armed Security Guards
- Escort and Guiding (with or without firearms)
- Personal bodyguards
- VIP Protection
- Patrol Services

TECHNICAL SERVICES OFFERED

- CCTV Camera Installation and Management
- Access and Egress Control
- Biometric Attendance Register Installation and Monitoring
- Electric Fence
- Security Cameras, Security and Fire Alarms

COMPANY DETAILS

- Registration Number: 80609 (of 2010)
- TIN: 111-757-734
- VAT Registration No. 40-026725-0
- Business License: B. 2753036 (Head Office Dar es Salaam)
- Business License: B. 2464617 (Tanga Branch, Tanga)
- Membership:
 - Tanzania Security Industry Association (TSIA)
 - Association of Tanzania Employers (ATE)
 - Registered with NSSF - (Dar es Salaam)
 - Registered with NSSF - (Tanga)

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skybluesrm2010@gmail.com

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

11



Employer of the Year Award 2017

Over the years, Employer of the Year Awards (EYA) has become increasingly an important event for Employers. EYA is an annual event introduced in 2005 to recognise employers with outstanding achievements in human resource practices.

Through this important activity, ATE seeks to sensitize and promote the value of international best management practices and standards in improving productivity and competitiveness.

Employer of the Year Award 2017 was successfully carried out. It was attended by about 380 participants and VIPs included the Minister responsible for Labour Employment and her two Deputy Ministers, Representative from the Norwegian Embassy, new Chinese Ambassador accompanied by the Commercial Counsellor, Private Sector CEOs, Corporate CEOs and Companies etc. Publicity and Advertising were carried out from June – December.

This year was special as EYA Corporate Identity was developed which assisted in attracting participants. As always EYA event had good media coverage, we were reported on 8 Leading Newspapers, 12 Digital Coverage including leading Blogs and Electronic (6 leading TVs and 4 Radios)

What made EYA 2017 special was the fact that with NHO

support we were able to carry out a major Review of EYA since the last one of 2011, which saw an increased number of new Award criteria from 9 to 17 which are based on HR best practices that NHO resource person trained ATE selected staff on these areas including- Employee Wellness, Managing Diversity and Inclusion, Attraction and Retention, Industrial Relations, Work-life balance, Employer branding, Managing an aging workforce and Technology Investment.

Four new Award Categories were also developed and introduced, best Public and Private Sector Employers, locally owned Employer and Non-Governmental Employers. EYA brand identity was also improved and all publicity materials carried this new identity. This review did not only increase EYA participation by 65% but also our visibility and acknowledgement and thus making ATE a stronger brand.





List of Employer of the Year Award 2017 Winners

CATEGORY AWARDS

1. **Award: EYA 2017 Overall Winner**
Winner: **Coca Cola Kwanza Ltd.**
2. **Award: EYA 2017 1st Runner-Up**
Winner: **Geita Gold Mining Ltd (GGM)**
3. **Award: EYA 2017 2nd Runner-Up**
Winner: **Tanzania Breweries Ltd (TBL)**
4. **Award: Best Large Enterprise**
Winner: **Coca Cola Kwanza Ltd.**
5. **Award: Best Medium Enterprise**
Winner: **Star Oil Tanzania Ltd.**
6. **Award: Best Small Enterprise**
Winner: **Mo Assurance Company Ltd.**
7. **Award: Private Sector Winner**
Winner: **Coca Cola Kwanza Ltd.**
8. **Award: Private Sector 1st Runner-Up**
Winner: **Geita Gold Mining Ltd (GGM)**
9. **Award: Private Sector 2nd Runner-Up**
Winner: **Tanzania Breweries Ltd (TBL)**
10. **Award: Public Sector Winner**
Winner: **Social Security Regulatory Authority (SSRA)**
11. **Award: Public Sector 1st Runner-Up**
Winner: **Medical Stores Department (MSD)**
12. **Award: Public Sector 2nd Runner-Up**
Winner: **TPB Bank PLC**
13. **Award: Local Employer Winner**
Winner: **Exim Bank (T) Ltd.**
14. **Award: Local Employer 1st Runner-Up**
Winner: **21st Century Holdings Ltd**
15. **Award: Local Employer 2nd Runner-Up**
Winner: **Star Oil Tanzania Ltd**
16. **Award: NGO Employer Winner**
Winner: **SOS Children's Villages Tanzania**
17. **Award: NGO Employer 1st Runner-Up**
Winner: **CCBRT**
18. **Award: NGO Employer 2nd Runner-Up**
Winner: **Heifer International Tanzania**

CRITERIA AWARDS

19. **Award: Governance and Leadership**
Winner: **National Housing Corporation (NHC)**
20. **Award: Human Resource Management Excellence**
Winner: **Coca Cola KWANZA**
21. **Award: Quality, Productivity & Innovation**
Winner: **Tanzania Cigarette Company (TCC)**
22. **Award: Responsible Business Conduct**
Winner: **TPC Ltd**
23. **Award: Employee Engagement**
Winner: **Puma Energy Tanzania Ltd.**
24. **Award: Talent Management**
Winner: **Standard Chartered Bank PLC**
25. **Award: Performance Management**
Winner: **Coca Cola Kwanza Ltd.**
26. **Award: Training Development**
Winner: **Coca Cola Kwanza Ltd.**
27. **Award: Occupational Health and Safety**
Winner: **Geita Gold Mining Ltd (GGM)**
28. **Award: Employee Wellness**
Winner: **Geita Gold Mining Ltd (GGM)**
29. **Award: Managing Diversity & Inclusion**
Winner: **CCBRT**
30. **Award: Attraction and Retention**
Winner: **Tanzania Breweries Ltd (TBL)**
31. **Award: Industrial Relation**
Winner: **Tanzania Cigarette Company (TCC)**
32. **Award: Promoting Work Life Balance**
Winner: **Heifer International Tanzania**
33. **Award: Employer Brand Effectiveness**
Winner: **Tanzania Breweries Ltd. (TBL)**
34. **Award: Managing an Aging**
Winner: **Social Security Regulatory Authority (SSRA)**
35. **Award: HR & Technology Investment**
Winner: **Vodacom Tanzania Ltd**

Employer of the Year Award 2017



Chief Guest Hon. Jenista Mhagama (MP), Minister of State, Prime Minister's Office Policy, Parliament, Labour, Youth, Employment and PWDs addressing participants of EYA 2017.



A cross section of winners of EYA 2017



OVERALL WINNERS



Coca Cola Kwanza Ltd. - Overall EYA Winner 2017



Geita Gold Mining Ltd (GGM) - 1st Runners Up



Tanzania Breweries Ltd (TBL) 2nd Runners Up

OTHER WINNERS FOR EYA 2017



OTHER WINNERS FOR EYA 2017



EYA 2017 SPONSORS





Sponsors and Supporters of EYA 2017

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

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SUPPORTERS



Coca-Cola Kwanza Ltd
A Subsidiary of





Employer of the Year Award 2018

Don't miss to be part of EYA 2018!!

Join the Platform designed to identify, rank and recognize your best efforts in human resources and business practices among other employers in Tanzania.

Over the years EYA has inspired member organisations to critically focus on employment and people management issues as a strategic foundation for their organizations to deliver a competent, competitive, productive, engaged and happy workforce.

Time to honour best Employers



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

Tel: +255-22-2762158/59 | Fax: +255-22-2760665 | Email: info@ate.or.tz Website: www.ate.or.tz

12 Projects and support services

The Association has been utilising and seizing every opportunity as long as it has benefits and adds value to our members. 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, strengthened ATE representation, growth of our members' businesses leading to higher productivity and enterprise competitiveness.

ATE in April 2017 continued to attend consultative meetings with stakeholders on the eradication of all forms of Child Labour in Agriculture.

It was cited that the situation faced by children in hazardous work in the tobacco sector required coordinated efforts to develop evidence-based practical advice which largely relied on effective social

dialogue between social partners and multiple levels.

Members among other things, were informed of the preparations for the IV Global Child Labour Conference 2017 which took place in Argentina by involving tripartite partners including Government, Employers and Workers.



Children work as labourers to earn a living despite mental and health effects associated with such activities.

Global Apprenticeship Network (GAN)

The launch was a joint effort between Association of Tanzania Employers (ATE) and Global Apprenticeship Network (GAN) aimed at: raising awareness and understanding of apprenticeship in Tanzania, facilitating knowledge sharing best practices on quality apprenticeship programmes at all levels and facilitating multi-stakeholder dialogue to address the mismatch of skills and influence national policy.

Other initiatives along the launch of GAN included development of a TOOLKIT for employers to guide them on implementing apprenticeship in the country. On the same note a CODE OF CONDUCT was also put in place for employers willing to implement work readiness program (internship or apprenticeship).





China Africa project

The Association of Tanzania Employers (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.

Through this Project, ATE is interested in ensuring that the Chinese businesses investing in Tanzania are not left behind in compliance with all matters regarding employment and labour. As an Employers' Organisation, it is our role to make Chinese businesses in Tanzania understand the Tanzanian business culture, labour laws, labour relations, Occupational Safety and Health (OHS), Human Resources (HR) and Corporate Social Responsibility (CSR) which in Tanzania is implemented by ATE.

In 2016 ATE conducted a number of seminars and training on employment and labour matters to more than 250 Chinese Companies in Tanzania. These trainings have been conducted in areas of disciplinary procedures, employment contracts, termination procedures, minimum wage and the law regulating employment of non-citizens in Tanzania.

We participated in various meetings and events organised by the Chinese Community in Tanzania such as the Embassy of China, Chinese Business Chamber which has strengthened our collaborations for future sustainability.

The Chinese guideline for investing in Africa especially East Africa was launched and Chinese businesses find it useful in knowing what to expect in relations to employment and labour. The Guideline was developed by China Enterprise Confederation in collaboration with Association of Tanzania Employers, Federation

of Uganda Employers and Federation of Kenya Employers.

ATE carried out a Chinese baseline survey which revealed that Chinese companies still face many challenges specifically on processing and obtaining of work and residence permits, managing employment contracts, termination of employment and dealing with poor performers. ATE will be working hand in hand with the Chinese Community in Tanzania to ensure that their workplaces are harmonious and thus productive. At the moment ATE has about 17 Chinese companies' direct membership and indirect membership of more than 350 companies under the Chinese Business Chamber.

We have also translated all labour laws into Chinese language to make it easy for Chinese companies to comply with Employment and labour laws.





13

Female Future Leadership Development Programme

Introduced in 2015, Female Future 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.

It is the only one of its kind in the Sub-Saharan Africa, developed to focus on the alleviation of gender inequality in economy, education, training and employment. It fairly pushes determined woman to the top.

The nine (9) months programme was developed in partnership with our sister organization in Norway, the Confederation of Norwegian Enterprise (NHO). The Programme is delivered in three modules: Leadership, Rhetoric and Board Competence. Companies that participate in this programme improve their productivity at their workplaces and grow talents that an organization wishes to motivate. At the same time participants have self-growth, self-awareness and skills development.

Research by AfDB that was published in 2015 showed that women are underrepresented in companies, particularly in management and decision making positions, although having women in decision making levels would help promote business competitiveness for mutual benefits.

A similar programme started in Norway about 10 years ago by our partners; Confederation of Norwegian Enterprises (NHO) and is successfully being offered to help women boost their careers in Norway, Uganda, Kenya and now in Tanzania.

The programme is beneficial to the ladies and it connects them strategically to improve their performance, personal and organizational success and we believe this will enhance productivity at workplaces and an organization will feel the importance of grooming talents they wish to motivate.



Caption

The Female Future Tanzania was finally launched in 2016 and was graced by the Vice President of the United Republic of Tanzania, **H.E Samia Suluhu Hassan** whereby she commended the establishment of the programme in Tanzania which will help to promote business competitiveness for equal distribution of resources in the country. She also said that, her Government emphasizes that women have the same representation in the government and the community as well as in business. This was initiated by the government in The National Strategy for Gender Development that builds on Tanzania Development Vision 2025.

Female Future programme continues to be a stronger brand for ATE. We continue to build capacity to female so that they are promoted to boards and get senior management positions. This year under review specifically ATE registered a number of achievements as follows: -

ATE successfully completed the first cohort that had 36 participants from 17 different

graduated in 2017. Hon. Prof. Joyce Ndalichako, Minister of Education, Science and Technology graced the Graduation Ceremony on behalf of the Vice President. The graduates are now accredited Directors of Boards and professional leadership mentors.

ATE Cohort 2 registration was successfully done and 30 ladies from 18 different companies sat for their exams and are awaiting graduation. Registration for Cohorts 3 and 4 is on progress and we expect to start towards the end on 2018.

were recruited and their class is in progress expected to end in May 2018. Marketing to recruit for cohort 3 and 4 also started and it is still in progress as the class is expected to start in July 2018.

Below is the list of Companies that have identified talents are supporting Female Future Programme

- | | |
|---|--|
| 1 AAR Insurance | 20 NMB |
| 2 Acacia Mining | 21 NMB Bank |
| 3 Airtel Tanzania | 22 PPF |
| 4 Akiba Commercial Bank | 23 Social Security Regulatory Authority (SSRA) |
| 5 Alistair | 24 Songas |
| 6 Barclays Bank Tanzania | 25 Standard Chartered |
| 7 Car track | 26 Statoil |
| 8 CCBRT | 27 Tanga Cement Company Limited |
| 9 Danish Embassy | 28 Tanzania Private Sector Foundation (TPSF) |
| 10 e-Government | 29 TBL Group Limited |
| 11 EFC | 30 TIB Corporate Bank |
| 12 Geita Gold Mine | 31 TPB |
| 13 Heritage Insurance Company Limited | 32 TPB Bank Plc |
| 14 HJMRI | 33 TPC Limited |
| 15 IRIS Executive Development Centre | 34 Under the same sun |
| 16 Kilimanjaro Airports Development Company (KADCO) | |
| 17 Medical Stores Department (MSD) | |
| 18 National Housing Corporation (NHC) | |
| 19 NHC | |

ATE welcomes all Employers in Tanzania to this prestigious programme and looking forward to your continued commitment and cooperation for the successful implementation of this programme for the betterment of the present and future generations.

Female Future is made for the Woman in Africa to move and sustain her in the Board Room, Directorship, Business Apex, Cabinet, Parliament, Senate, County Assembly and Senior Management Role in all sectors of the economy.

Female Future Spirit ~ Make Each Other Better

A cross section of some of the CEOs who had supported their Females to attend Female Future Cohort 2 during the Introduction Day.



Participants of Female Future Cohort 2, their CEOs, ESAMI and ATE during the Introduction of Cohort 2 .





**REGISTER
NOW**

FEMALE FUTURE COHORT 3 & 4 REGISTRATION

Are you an Executive Woman aspiring to qualify with the right skills to prepare you for Management Positions, Decision making processes and Corporate boards?

Female Future Tanzania is the right solution!

Cohort 3 & 4 intake for the programme is in progress.

For more details contact:

0787 810 183, 0784 702 670 or femalefuture@ate.or.tz

Do not plan to miss this opportunity!

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 of Tanzania. The core mandate of EAEO is to promote the interests of employers at the regional level.

Over the past few years of its existence EAEO has changed from being a platform within the East African Business Council (EABC) into a fully-fledged organisation with two full time coordinators based in Arusha and supported by two technical advisors based at the Association of Tanzania Employers (ATE) and the Federation of Kenya Employers (FKE).

The Membership of the East African Employers Organisation is drawn from across the East African Community and currently include; Association of Tanzania Employers (ATE), Association of Burundi Employers (AEB), Federation of Kenya Employers (FKE), Federation of Uganda Employers (FUE), Private Sector Foundation (PSF) Rwanda, and Zanzibar Employers Association (ZANEMA).

These members are represented within the EAEO three prong structure of governance as follows:-

- The first strand is the Technical Committee which is composed of experts with diverse backgrounds from each employers' organisation. They are responsible for reviewing and approving the operational and policy matters.
- The second strand is the Executive Committee which is composed of all the Chief Executive Officers of all the member employers' organisations.

This committee is responsible for providing strategic guidance to the organisation.

- The third strand is the Annual General Meeting which is composed of the Technical Committee members, Executive Committee members and the Chairpersons of all the member employers' organisations.

EAEO is has been supported by Dutch Employers Cooperation Programme (DECP), the International Labour Organisation (ILO) and currently the Confederation of Norwegian Enterprises (NHO) among others.

A cross section of Members of the Executive Committee of EAEO, Technical Committee and Coordinators from Tanzania, Kenya, Uganda, Rwanda, Burundi and Zanzibar together with our development partner, the Confederation of Norwegian Enterprises (NHO).

During this reporting period, the EAEO registered the following major achievements:-

- Conducting a study in the area of skills development in the EAC. The study report and draft position paper was presented to the stakeholders which enabled them discuss and reach a common position. The final position paper was printed and disseminated to members for lobbying and advocacy.
- The organization successfully organized two Experts committee and two Executive Council meetings. These meetings discussed and strategized on the issues of common interest to employers and how best such issues can be addressed to the EAC.

- They also laid strategies on how best the organization can be financially sustained.

- During this reporting period, the United Republic of Tanzania also implemented its commitment on the reduction of residence permit fees by 50% and a one stop boarder was established at Naman-



ga. This is a great achievement to the EAC integration process but also to employers given the fact that it is one of the issues EAEO has been advocating for since 2015.

EAEO was invited by the EAC Secretariat to participate in a number of meetings such as:-

- Attended the EAC Secretary General's Forum
- Attended the Regional Dialogue Committee (RDC) meetings
- Attended the multi-sectoral meeting of the Experts on the development of East African Community labour migration policy,
- Meeting of the experts to validate the methodology and plan for the development of the EAC Common Market score card on free movement of labour

Upcoming EAEO Employers Summit

The East African Employers Summit is an annual conference which will be organized by the East African Employers Organization. The conference will allow for the business sector to meet and discuss progress and challenges in the integration process in the labour market in the region.

The summit will gather companies in the EAC region and representatives of governments and international and national organizations. Employers and businesses

from the partner states will be able to share experiences and explore ways to improve the business conditions in the EAC region, but also market their products and services.

EAEO will also use this opportunity to inform employers on the new developments in the EAC integration process and leaders & policy makers will be invited to respond to the business sector concerns.

This Summit is expected to be held in October 2018 in Arusha. It is proposed that the summit will focus on four main areas including:

- **Integration of the EAC Labour Market,**
- **Movement of labour across the EAC Partner States – the legal issues**
- **Skills Development and Education Standards**
- **Infrastructure: Facilitating the EAC integration process**

The final programme element will be a panel discussion with political leaders in the EAC including the chairperson of the Council of Ministers in EAC on the way forward

Members of the EAEO Committee of Experts



Shaffi Manafa
Chairperson, Uganda



Yosam Kiza
Rwanda



Joyce Nangai
Tanzania



Douglas Opio
Policy and Research



Dr. William Lumwaga
Finance & Administration



Callixte Nkurunziza
Burundi



Khamis Abdallah Sururu
Zanzibar



Stephen Obiro
Kenya



Dan Okanya
The EAEO Coordinator



Joseph Ulrick
Finance and Administration Coordinator

EAEO Coordinators

15 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.



A | T | E
ASSOCIATION OF TANZANIA EMPLOYERS
Employers' Choice

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SSTL Group Building, 1st Floor
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P.O. Box 2971, Dar es Salaam
Tel: +255 22 276218/39
Fax: +255 22 2769666
E-mail: info@ate.or.tz

ATE/CIRC/02/2017 15th March 2017

Dear Esteemed ATE Members,

RE: GOVERNMENT NOTICES ON LABOUR LAW COMPLIANCE

The subject above refers.

Kindly be informed that the **PRIME MINISTER'S OFFICE**-Labour, Youth, Employment and Persons with Disabilities has issued three Government Notices including **GOVERNMENT NOTICE NO. 45 ON THE LABOUR INSTITUTIONS (GENERAL) REGULATIONS, 2017, GOVERNMENT NOTICE NO. 47 ON THE EMPLOYMENT AND LABOUR RELATIONS (GENERAL) REGULATIONS, 2017 and GOVERNMENT NOTICE NO. 331 ON THE NON-CITIZENS (EMPLOYMENT REGULATION) ACT, (CAP. 436).**

Under the GOVERNMENT NOTICE NO. 45 ON LABOUR INSTITUTIONS ACT, 2004, The Prime Minister's Office-Labour, Youth, Employment and Persons with Disabilities (PWDs) has cited several issues including outsourcing requirements whereby under **Regulation 9-(f)** Outsourcing of service from another person shall be in a written contract committing compliance to Labour laws and any other written laws and **(2)** Remuneration, terms and conditions of employment for a person employed by one employer or in one sector and engaged to work to another person or in another sector, shall be as stipulated in the wage order taking into consideration the provisions of section 61 of the Act.

The GOVERNMENT NOTICE NO. 47 ON EMPLOYMENT AND LABOUR RELATIONS ACT, 2004, **Regulation 11** states that a contract for a specified period referred to under section 14(1)(b) of the Act, shall not be for a period of less than twelve months. On Breastfeeding during working hours, **Regulation 15** provides that subject to the provision of section 33 (10) of the Act, a female employee shall, for a period of not less than six consecutive months after maternity leave, be allowed to leave the office for a maximum of two hours of her convenience during the working hours for breastfeeding the child. **Regulation 16** on contract of employment for the Child, states that Subject to regulation 4, an employment of a child granted under these Regulations shall be in writing and the child shall be entitled to a copy of the contract before commencing the employment.

Under the GOVERNMENT NOTICE NO. 331 ON THE NON-CITIZENS (EMPLOYMENT REGULATION) ACT, (CAP.436), and **Regulation 13-(C)** the Government has noted that the non-citizen who has a valid, and legally recognized marriage to a Tanzanian and such marriage has subsisted for a period of not less than three years can apply for an exemption to the Minister. For renewal applications, **Regulation 17** states that Application for renewal should be lodged two months before the expiration of the permit.

I therefore encourage you to take note of the attached Government Notices as part of Labour Law Compliance to promote harmonious business environment in the country.

Yours Sincerely,
ASSOCIATION OF TANZANIA EMPLOYERS

Dr. Aggrey K. Mlimuka
Dr. Aggrey K. Mlimuka
EXECUTIVE DIRECTOR



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ATE/CIRC/05/2017 26th August 2017

Dear Members,

RE: ATE Circular on Public Holiday-EID EL-ADHA

The subject above refers.


The National Muslim Council of Tanzania (BAKWATA) has announced that **FRIDAY 1st SEPTEMBER 2017** will be national public holiday.

Kindly be informed accordingly.

Let me take this opportunity to wish you a happy EID EL-ADHA.

Yours Sincerely,
ASSOCIATION OF TANZANIA EMPLOYERS

Dr. Aggrey K. Mlimuka
Dr. Aggrey K. Mlimuka
EXECUTIVE DIRECTOR



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ATE/CIRC/08/2017 21st December 2017

Dear Esteemed Member,

RE: ATE CIRCULAR ON CLOSE OF OFFICE FOR FESTIVAL SEASON

The subject above refers.

The Association of Tanzania Employers (ATE) would like to inform you that the Secretariat will break for Christmas and New Year Celebrations from **Wednesday 27th December 2017** and open on **Wednesday 3rd January 2018**.

However, taking into consideration the importance of Legal advisory services, emergencies and urgent matters that may occur during the break period, kindly contact Legal Services Manager Ms. Suzanne Ndomba-Duran **0784 262 538** or suzanne@ate.or.tz for all legal issues.

Advocate Mercy-Grace Kisiza - **0786 655 326** or mkisiza@gmail.com for the Northern Zone and Advocate Conrad Kati **0687 756 230/0755 101 211** or conradkati@aboo.com for Lake Zone can also be contacted in case of urgent matters.

You may also contact the Executive Director Dr. Aggrey K. Mlimuka - **0784 603517** or mlimuka@ate.or.tz for issues that you think need his attention.

Once again I take this opportunity to wish you a Merry Christmas and a Prosperous New Year 2018.

Yours Sincerely,
ASSOCIATION OF TANZANIA EMPLOYERS

Dr. Aggrey K. Mlimuka
Dr. Aggrey K. Mlimuka
EXECUTIVE DIRECTOR



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E-mail: info@ate.or.tz

ATE/CIRC/07/2017 20th November 2017

Dear Esteemed Member,

RE: ATE CIRCULAR ON PUBLIC HOLIDAY – MAULID DAY

The subject above refers.


The National Muslim Council of Tanzania (BAKWATA) has announced that **Friday 1st December 2017** will be a National Public Holiday.

Kindly be informed accordingly.

On behalf of the Association of Tanzania Employers (ATE), let me take this opportunity to wish you a happy MAULID DAY.

Yours Sincerely,
ASSOCIATION OF TANZANIA EMPLOYERS

Dr. Aggrey K. Mlimuka
Dr. Aggrey K. Mlimuka
EXECUTIVE DIRECTOR



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ATE/CIRC/19/2017 11th January 2017

Dear Members,

RE: NATIONAL PUBLIC HOLIDAYS FOR 2017

We have received official communication from the PRIME MINISTER'S OFFICE, confirming the list of OFFICIAL PUBLIC HOLIDAYS for 2017 as indicated below-

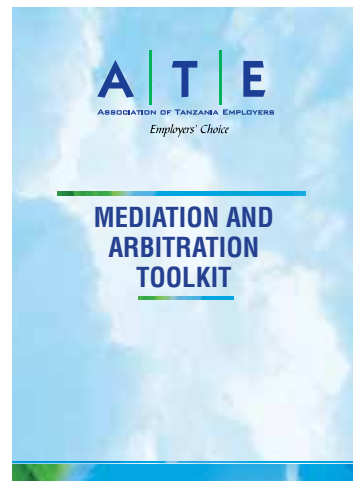
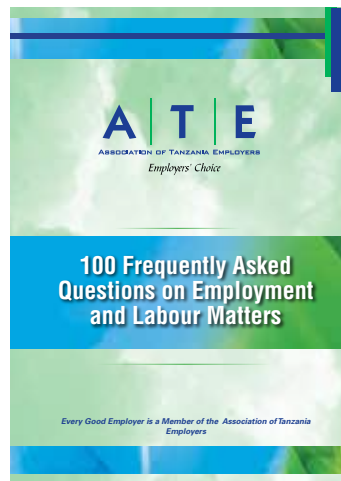
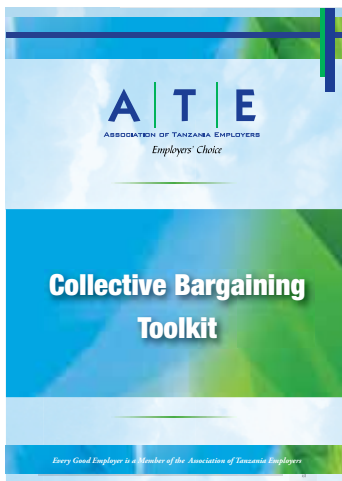
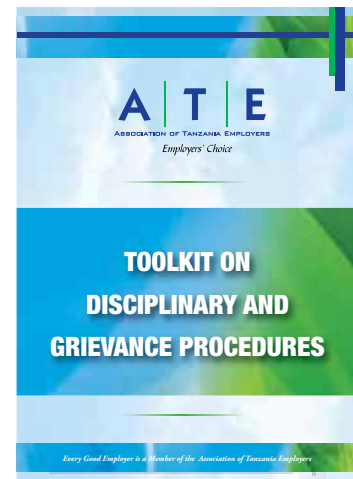
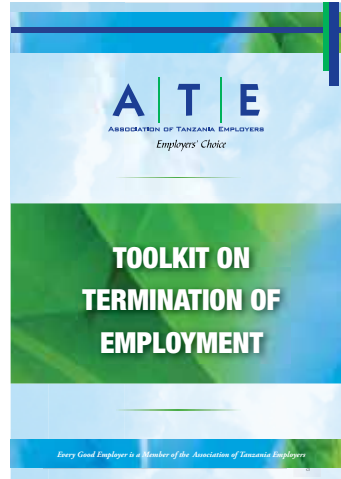
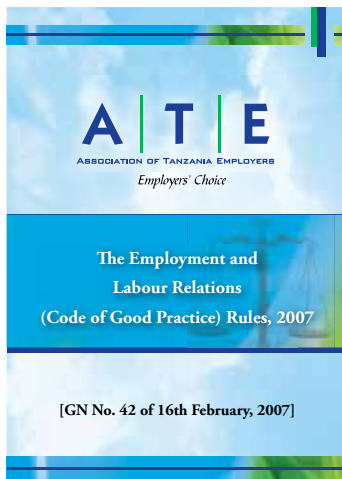
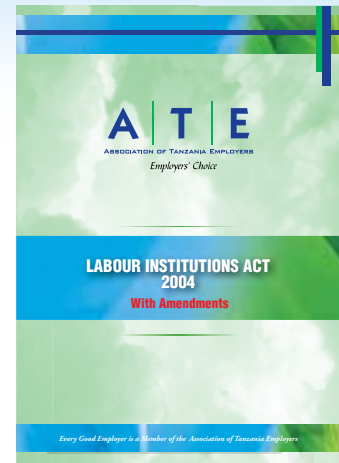
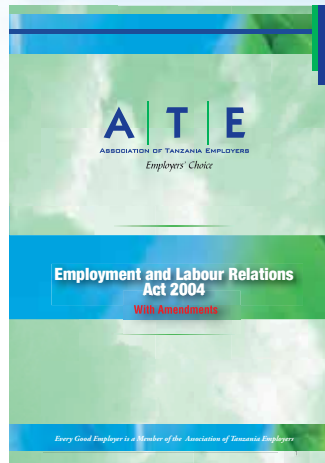
NO	DATE	HOLIDAY EVENT
1	1 st January	New Year
2	12 th January	Zanzibar Revolution Day
3	7 th April	The Sheikh Abud Amari Karume Day
4	14 th April	Good Friday
5	17 th April	Easter Monday
6	20 th April	Union Celebrations
7	1 st May	Workers' Day
8	20 th or 27 th June	Eid El-Fitr
9	7 th July	International Trade Fair
10	8 th August	Peasants Day
11	02 nd or 03 rd September	Eid El-Adha
12	14 th October	The Mwanaimu Nyerere Day
13	19 th December	Independence and Republic Day
14	15 th or 16 th December	Maulid Day
15	25 th December	Christmas Day
16	26 th December	Bossing Day

**These holidays will depend on the Sighting of the moon*

Yours Sincerely,
ASSOCIATION OF TANZANIA EMPLOYERS

Dr. Aggrey K. Mlimuka
Dr. Aggrey K. Mlimuka
EXECUTIVE DIRECTOR

ATE Pocket Size Booklets



Audited Financial Statement

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF ASSOCIATION OF TANZANIA EMPLOYERS FOR THE YEAR ENDED 31ST DECEMBER 2017

Unqualified Opinion

We have audited the financial statements of the Association of Tanzania Employers which comprise Statement of Financial Position as at 31st December 2017, 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 2017 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 Matters

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. I have determined the matters described below to be the key audit matters to be communicated in my report.

No.	Key Audit Matter	How my Audit Addressed the Key Audit Matter
1.	Outstanding Collection of Members Subscription Fees and Contribution for Employer of the Year Award	
	<p>Annual subscription fees outstanding from 1,237 members by 31st Dec 2017 was TZS 2,175,501,904, out of this amount TZS.294.8m belong to 63 members who have either closed business or are facing difficulties, TZS. 33.8m from 15 members who have terminated membership and TZS.15.7m from 15 members who wish to rejoin but would not pay previous bill. TZS. 75m was outstanding from EYA pledges.</p> <p>ATE maintains a register for controlling this outstanding amount but not recorded in the books of accounts because collection is not enforceable.</p>	<p>The matter was critically discussed with management and advised to table before the Board and members for deliberation including possibility of giving amnesty without setting precedence to members who are serious to clean their record.</p>

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

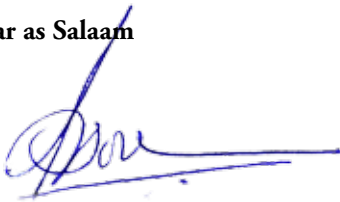
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the International

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 consider 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.

R & S Associates

Certified Public Accountants in Public Practice

Dar as Salaam



16 May 2018

Salvatory D. Njau
PARTNER
NBAA Reg No. 986

DATE

STATEMENT OF THE FINANCIAL POSITION AS AT 31ST DECEMBER 2017

ASSETS	NOTE	31.12.2017	31.12.2016
		TZS'000	TZS'000
Current Assets			
Stocks	2	19,950	33,805
Accounts Receivable	3	126,281	171,222
Cash & Cash Equivalents	4	<u>60,266</u>	<u>95,507</u>
Total Current Assets		206,497	300,534
Non Current Assets			
Property, Plant and Equipment	5	<u>482,605</u>	<u>451,134</u>
Total Non Current Assets		<u>482,605</u>	<u>451,134</u>
TOTAL ASSETS		<u>689,102</u>	<u>751,668</u>
EQUITY			
Accumulated (Deficit) /Surplus		61,679	38,666
Revaluation Reserve		<u>185,367</u>	<u>165,417</u>
TOTAL EQUITY		247,046	204,083
Current Liabilities			
Payables & Accrued Charges	7	<u>442,056</u>	<u>547,585</u>
Total Current Liabilities		<u>442,056</u>	<u>547,585</u>
TOTAL EQUITY		<u>689,102</u>	<u>751,668</u>

The Financial Statements on pages 20 to 36 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... 12-5-2018

**STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 31st DECEMBER 2017**

		2017 TZS '000'	2016 TZS '000'
INCOME			
Income from Exchange Transaction			
Training Fees		386,570	353,014
Consultancy and Legal Fees		447,987	490,112
Female Future Training		187,578	200,883
Interest Income from fixed deposits		2,513	2,346
Income from non-exchange Transaction			
Membership Subscription Fees		324,515	329,340
Employer of the Year Award		187,701	204,259
Other Income		133,381	130,075
Grant Amortization		-	38,380
Exchange Gain		4,052	-
Grants Income Received	8	<u>541,396</u>	<u>780,692</u>
TOTAL INCOME		2,215,693	2,529,101
EXPENDITURE			
Staff costs	9	1,336,490	1,384,831
Training and Seminar Expenses	10	249,722	482,413
Other Operating Expenses	11	783,665	618,056
Provision for doubtful debts expense		-	82,354
Depreciation		<u>67,659</u>	<u>68,663</u>
Total Expenditure		2,437,536	2,636,317
Deficit for the year		<u>(221,843)</u>	<u>(107,216)</u>

The Financial Statements on pages 20 to 36 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... 12-5-2018

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 or write to us at info@ate.or.tz accompanied by:-

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

A | T | E

ASSOCIATION OF TANZANIA EMPLOYERS

Employers' Choice



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Tel: (255 22) 2762158 - 9,
Fax: (255 22) 2760666
Email: info@ate.or.tz,

ATE Mwanza Zonal Office

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Tel: +255 687 756230, +255688 200255
email: atemwanza@ate.or.tz

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