

A | T | E

ASSOCIATION OF TANZANIA EMPLOYERS

Employers' Choice

ANNUAL REPORT

2022

2021



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



Vodacom Tanzania awarded **Top Employer** for 6 consecutive Years



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Pamoja tunaweza

TABLE OF CONTENTS

Abbreviations	1
Chairperson 's Message	4
Chief Executive Officer's Message	6
ATE Governance Structure	9
ATE Management Board, Committees & Zones Supervisors	10
Management Board Members	14
ATE Secretariat	16
MEMBERSHIP & MARKETING	18
63 rd Annual General Meeting (AGM)	19
Sectoral Meetings	22
Collaborations & Partnerships with Stakeholders Locally	22
Collaboration & Engagements Regionally and Internationally	26
List of ATE New Members 2022	27
Members Services	28
EMPLOYMENT, LABOUR & INDUSTRIAL RELATIONS	30
Services offered in 2022	32
Testimonials	33
RESEARCH, POLICY & ADVOCACY	34
ATE Advocacy issues & key achievements	36
Overview of economic performance of the country in 2022	37
LEARNING & DEVELOPMENT	42
ATE Training Calendar 2023	46
PROJECTS & COMMUNICATIONS	50
Female Future	52
Wellness and Health support Service	60
ATE and UNICEF Collaboration in 2022	61
Employer of the Year Award (EYA) 2022	62
Communications & Information Services	65
FINANCE & ADMINISTRATION	66
Extracts of Financial Report	68

ABBREVIATIONS

AGM	Annual General Meeting	MP	Member of Parliament
ALC	Annual Leadership Conference	NAC	National Advisory Council
ATE	Association of Tanzania Employers	NACTVET	National Council for Technical & Vocational Education & Training
CBA	Collective Bargaining Agreement	NGO	Non-governmental Organisation
CEO	Chief Executive Officer	NHO	Confederation of the Norwegian Enterprise
CFO	Chief Financial Officer	NSSF	National Social Security Fund
CMA	Commission for Mediation & Arbitration	OSHA	Occupational Safety & Health Authority
COVID-19	Corona Virus Disease-2019	PSI	Population Services International
CPA	Certified Public Accountant	PWDs	Persons With Disabilities
CRBPs	Children's Rights Business Principles	SDL	Skills Development Levy
CSR	Corporate Social Responsibility	TACAIDS	Tanzania Commission for AIDs
DECP	Dutch Employers' Cooperation Programme	TRA	Tanzania Revenue Authority
DI	Danish Industries	TUCTA	Trade Union Congress of Tanzania
ESAMI	Eastern & Southern Africa Management Institute	TUICO	Tanzania Union of Industrial & Commercial Workers
EYA	Employer of the Year Award	UNICEF	United Nations International Children's Emergency Fund
FFTN	Female Future Tanzania Network	UWAWAZA	Umoja Wawakilishi Wanawake Zanzibar
GIZ	German Agency for International Cooperation	VETA	Vocational Education and Training Authority
ILC	International Labour Conference	WCF	Workers Compensation Fund
ILO	International Labour Organisation		
IWD	International Women's Day		

About ATE

The Association of Tanzania Employers (ATE) is the most representative Employers' Organisation in Tanzania formed in 1960, registered with the Registrar of Trade Unions and Employers Organisations mandated under the Employment and Labour Relations Act, 2004 to represent the interest of Employers on Labour and Employment matters.

The Association represents employers in all sectors of the national economy excluding the civil service. ATE Membership currently stands at 9,500 members drawn from private business firms, companies and parastatal organisations.

Services Offered

- Employment and Labour Laws Advisory, Human Resources matters advisory,
- Representation at CMA, Labour Court and the Court of Appeal of Tanzania
- Research, Policy and Advocacy,
- Business Registration and Law Compliance
- Seminars and Trainings
- Information and Publications
- Consultation on Recruitment
- Compliance on Employment of Non Citizens
- Networking Events such as EYA, AGM, Annual Leadership Conference etc

OUR PARTNERS

LOCALLY	✓ Prime Minister's Office-(LYED)	✓ CEO's Round Table
	✓ TUCTA	✓ WCF
	✓ TPSF	✓ NACTVET
	✓ PSSSF	✓ OSHA
	✓ NSSF	✓ EU Business Group
		✓ IFC
REGIONALLY	✓ SADC Private Sector Forum (SPSSF)	
	✓ Business Africa	
	✓ East African Business Council (EABC).	
	✓ Founding member of the East African Employers Organisation (EAEO)	
INTERNATIONALLY	✓ International Labour Organisation (ILO)	
	✓ International Organisation of Employers (IOE)	
	✓ Confederation of Norwegian Enterprise (NHO)	
	✓ China Enterprise Confederation (CEC)	
	✓ Dutch Employers Cooperation Programme (DECP)	
	✓ Danish Industries (DI)	
	✓ UNICEF	
	✓ GIZ	

SECTORS



Oil & Gas



Transportation & Communication



Private Security Services



Hospitality & Tourism



Banking & Financial Institutions

Agriculture, Forest & Fishing



Social Services



Commerce & Trade



Industries & Manufacturing



Mining & Construction



Ongoing Projects

- Customized Workplace Health Programmes
- Female Future Programme
- China Africa Programme
- Disability Inclusion at work place
- Social Dialogue
- Skills Development
- Climate Change

WHY JOIN?

- Advisory and Representation on Employment and Labour Matters
- Networking for Visibility and Business Opportunities
- Compliance with Labour Laws
- Participation in Employer of the Year Award (EYA)
- Eligibility to attend Meetings and Forums
- Timely Information and Communication on relevant issues
- Compliance with Local and International Standards
- Discounts on ATE Paid Services
- Free Legal Advisory Services

CHAIRPERSON'S MESSAGE



Dear Members and Stakeholders,

I am pleased to welcome you to the 64th Annual General Meeting (AGM) of the Association of Tanzania Employers (ATE). Allow me first, to take this opportunity to sincerely thank all members for the trust bestowed on me to lead this Association for the past six (6) years, two consecutive terms. It has been a great honor and privilege to serve as the Chairperson and I am proud to leave the Association at the level where it is today.

The Year 2022 was incredibly eventful as both the Association and the country recorded remarkable achievements in so many accounts. As a country, we witnessed a continued recovery from the global upheavals of the COVID-19 pandemic, whereby in the first half of 2022 Tanzania registered an average economic growth rate of 5.2 percent. What is uniquely associated with this economic performance is the 6th Phase Government's change in narrative that ignited the involvement of the Private Sector in driving the country's economic aspirations. Other notable interventions to ensure Tanzania remains a competitive investment destination including enacting facilitative business and investment-related policies, Infrastructural Development,

Human Capital Development, and reviewing the country's Foreign Policy while at the same time strengthening our diplomatic offices.

At the Association level, under the leadership of **Ms. Suzanne Ndomba-Doran (Adv.)**, ATE continued to maintain a significant position and its mandate as an Employer Organisation in advocating for better business environment for Employers in Tanzania. During this reporting period, ATE advocated for the amendment of laws to manage cost of doing business. In year 2022 ATE recorded a financial sustainability by closing a year with a surplus as you will see in our Audited Accounts for 2022. Let me convey our appreciation to our members for the support.

Looking back during my time as the Chairperson, ATE membership database grew to 277 new members. The Female Future Programme continued to pave way for Women empowerment and by 2022, ATE had trained women from the private/public sector including women Parliamentarians. I am also pleased during my time, I recruited the first female CEO since ATE was established in 1960, **Ms. Ndomba-Doran** was not a stranger to ATE couldn't be more committed to upholding the tradition of excellent leadership.

Let me put on record the support and commitment shown by **ATE CEO and the Secretariat** for the effort to bring ATE to where it is today. Under her leadership ATE has evolved in visibility. I call upon the new leadership, members and stakeholders for their continuing support for ATE in its endeavors to reach greater heights.

As this is my last Annual Report as the Chairperson, let me seize this moment to express my debt of gratitude to the Members of ATE Management Board, for their voluntarily and tireless efforts of ensuring that Employers' interests in Tanzania

remain the core business of ATE. In the same vein I would like to thank each member for their support and commitment towards our Association. The Board remains confident for the year ahead that ATE will continue to bring value to Employers. Let me also thank our tripartite partners and stakeholders for their continued support during my tenure.

I welcome you to read the Report and see the progress made in 2022. ATE challenges for the coming years still remain, let me wish the Association all the best in engaging and collaborating with the social partners and relevant Stakeholders to create a business-friendly environment which will promote investment and sustainable job creation. I encourage our members to continue to support through active participation in its activities and continue paying your annual subscription so that the Association can continue to offer better services to you.

Thank you.

Ms. Jayne Nyimbo
CHAIRPERSON

CHIEF EXECUTIVE OFFICER'S MESSAGE



Dear Members,

The Association of Tanzania Employers (ATE) has had a successful year in both serving and supporting Employers and advocating, for conducive business environment. The year 2022, saw a global easing and shifting of COVID-19 restrictions, and despite other global uncertainties, Tanzania economy and business environment remained stable and attractive to investors with business opportunities.

As the voice of Employers in the country, ATE represents a range of local and international businesses and companies. Over the past year, ATE continued to serve, support and advocate on a range of critical employer and business-related issues and interests, employment & labour laws, a conducive business environment, skills development and more. At the operational level, we acted as a knowledge centre and engaged with Employers for advocacy and policy, employment & labour, legal services & representation, legislative compliance, human resources management, provided training programmes, seminars and networking events.

Allow me to briefly mention some of the key milestones that ATE was able to achieve in 2022:

Throughout the year, we consistently advocated for employers & business needs in the country. We maintained our strong links through varied advisory groups and forums to ensure Employers views and insights are shared and heard. This active engagement also involved our social partners TUCTA, and the Government through the Prime Minister's Office, Labour, Youth, Employment & Persons with Disability. Also collaborated with other Ministries and Institutions such as OSHA, NSSF, WCF, TRA,

NACTVET, without forgetting our international partners such as NHO, ILO, DECP, PSI, DI, GIZ, UNICEF and others.

Reflecting our efforts and engagement, the contribution under WCF was reduced for private sector from 0.6% to 0.5%; the amendment of VETA Act on gross contributions to employers providing allowances to interns and apprentices enacted. During the year, ATE participated on the discussions on the New Minimum Wage (Government Number 687 of 2022).

Operationally, our legal team handled 15,000 plus employment and Labour related enquiries; represented and attended 80+ cases before the Commission for Mediation and Arbitration, labour Courts and the Court of Appeal with a client success rate at around 90%. Our training team coordinated 44 trainings covering a total of 887 participants and held 12 sectoral meetings including a Consultative Meetings for the Minimum Wage Order 2022.

The Female Future Programme trained 43 women from private & public sector, and then ATE in collaboration with ESAMI shifted gear and trained 150 women Parliamentarians in Tanzania Mainland and in the House of Representatives in Zanzibar.

Attending a collective of meetings, forums conferences, seminars, and network events as the voice of employers. We collaborated with NACTVET, and hosted a Gala Dinner to recognize employers offering workplace trainings; we hosted the 5th Annual Leadership Conference; facilitated

conversations on Environmental Governance parallel to the theme for the IWD 2022. For the first time we convened the Waajiri Health Bonanza as part of advocating for wellness at the workplace. With great delight, we hosted the Employer of the Year Award (EYA) 2022 which hadn't been held for two years due to COVID-19.

It was a year we placed a focus on ensuring our members understand the value and benefits of being a member notably our services in the areas of advocacy, legal services and training programs. We continue to learn, adapt and improve our services to members.

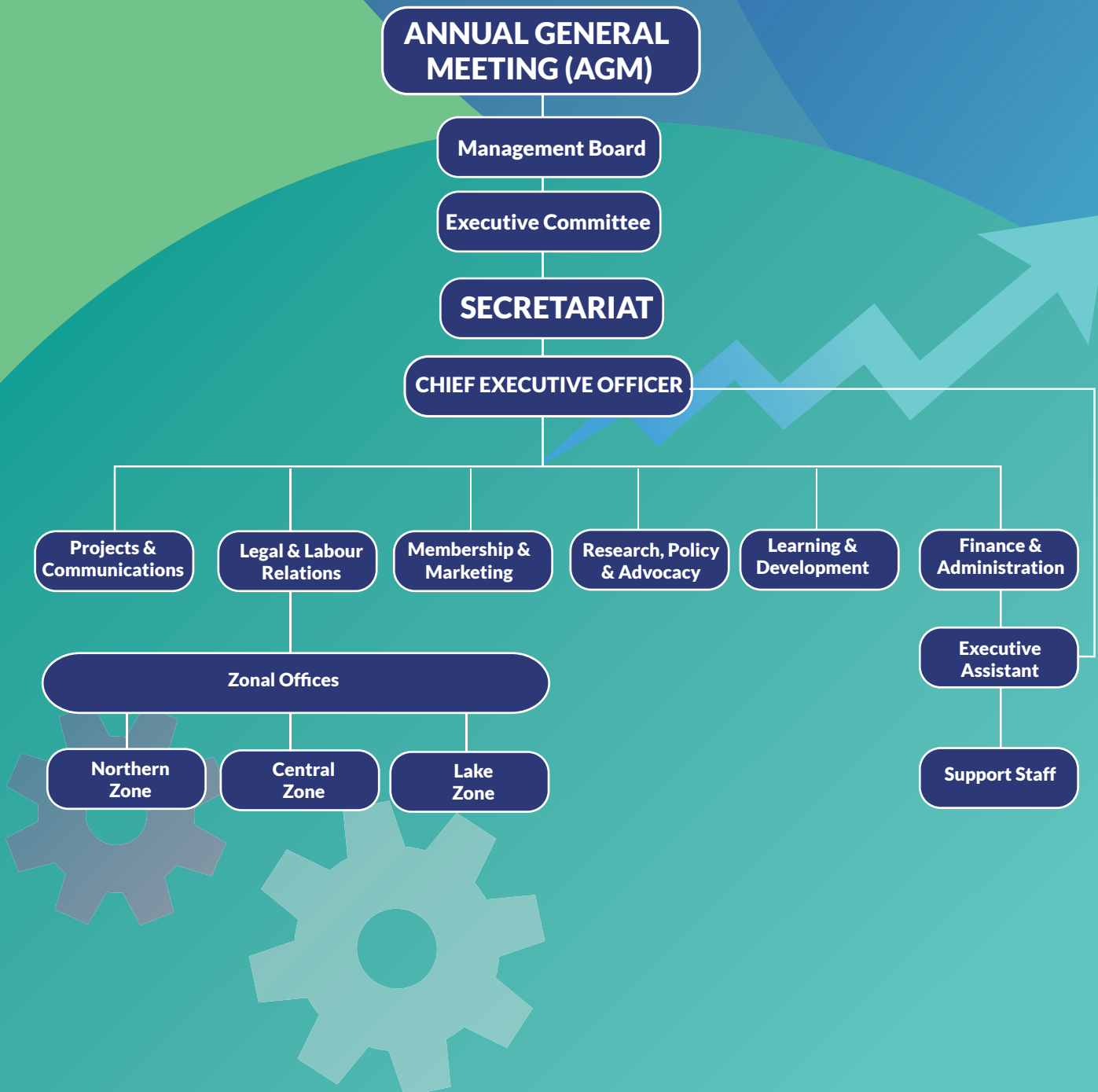
I am proud to lead ATE, and what ATE achieved in 2022 would not have been possible without the commitment of many people. I greatly appreciate the hard work and dedication of my team, and the support of the Board. I am grateful to the outgoing Management Board under the leadership of **Ms. Jayne Nyimbo**, and I thank them for their leadership and support to ATE. I welcome the new Board and the new Leadership which will be elected during this AGM.

As I conclude, I am sincerely grateful for our members support and commitment to ATE which enables us to engage and advocate for Employers interests, emerging opportunities, and address challenges. I wish to pledge ATE's dedication to continue serving employers.

Thank you,

Ms. Suzanne Ndomba-Doran
CHIEF EXECUTIVE OFFICER

ATE GOVERNANCE STRUCTURE



ATE MANAGEMENT BOARD, COMMITTEES & ZONES SUPERVISORS

No	Name	Organization
1.	Ms Jayne Nyimbo	CarTrack – General Manager
2.	Mr. Felix Kagisa	West Security Guards - Executive Chairman
3.	Adv. Suzanne Ndomba-Doran	ATE – Chief Executive Officer
4.	Hon. Almas Maige (MP)	SSTL - Executive Chairman
5.	Mr. Eric Sambu	SGA Security - Managing Director
6.	Mr. Kara S. Remtullah	SM Security Services Ltd – Executive Director
7.	CPA. Beatrice Mgaya	SATF – Chief Executive Officer
8.	Adv. Jaffari Ally	TPC Limited- Corporate Affairs Executive Officer
9.	Mr. Sirili Akko	TATO – Chief Executive Officer
10.	Mr. Kennedy Edward	HAT – Chief Executive Officer
11.	Mr. Bakari Machumu	Mwananchi Communications Ltd – Managing Director
12.	CPA. Mrisho Yassin	Swissport Tanzania Plc – Chief Executive Officer
13.	Mr. Vinod Rustagi	Toyota Tanzania – Chief Executive Officer
14.	CPA. Pius Maneno	NBAA – Chief Executive Officer
15.	Mr. Geoffrey O. Odhiambo	East African Cables Tanzania Ltd – General Manager
16.	Mr. Reinhardt Swart	Tanga Cement Plc – Managing Director
17.	Eng. Benjamin J. Mchwampaka	Tanzania Chamber of Mines – Executive Secretary
18.		Barrick Gold Corporation - Country Manager Tanzania
19.	Mr. Audax Rukonge	ANSAF – Executive Director
20.	Mr. Oscar Mgaya	Tanzania Mortgage Refinance Association - Chief Executive Officer
21.	Ms. Tabia Masoud	Assemble Insurance – General Manager
22.		Puma Energy (T) Ltd - Chief Executive Officer
23.	CPA. Anael Samuel	Songas Tanzania - Managing Director
24.	Adv. Cornelius Kariwa	Kariwa & Association Ltd - Managing Partner
25.	Ms. Brenda Msangi	CCBRT Tanzania - Chief Executive Officer
27.	Ms. Jacqueline Woiso	Multichoice Tanzania Ltd - Managing Director
28.	Mr. Kusirie Senkondo	Habari Node- HR Manager
29.	Mr. Phillemon Tano	P5 HR Consulting Limited - Managing Director

Executive Committee Members

No	Name	Position at ATE
1	Ms. Jayne Nyimbo	Chairperson
2	Mr. Felix Kagisa	Vice Chairperson
3	Hon. Almas Maige (MP)	Member
4	CPA Eric Sambu	Member
5	Mr. Kusirie Senkondo	Member
6	Adv. Cornelius Kariwa	Member
7	Mr. Phillemon Tano	Member
8	Ms. Suzanne Ndomba Doran	Secretary

Audit and Risk Committee Members

No	Name	Position
1	CPA Eric Sambu	Chairperson
2	Adv. Jaffari Ally	Member
3	CPA Pius Maneno	Member
4	CPA Mrisho Yasin	Member
5	CPA Laurian Justinian	Member
6	CPA Emmanuel Ikongwe	Secretary

Membership Committee Members

No	Name	Position
1	Adv. Kennedy Edward	Chairperson
2	Mr. Kusirie Senkondo	Member
3	Mr. Bakari Machumu	Member
4	Ms. Patricia Chao	Secretary

Development Committee Members

No	Name	Position
1	Adv. Cornelius Kariwa	Chairperson
2	Eng. Benjamin Mchwampaka	Member
3	Mr. Oscar Mgya	Member
4	Hon. Almas Maige (MP)	Member
5	Mr. Albert Rukeisa	Secretary

Northern Zone Supervisory Committee Members

No	Name	Position
1	Mr. Kusirie Senkondo	Chairperson
2	Ms. Natalie Dabo	Vice Chairperson
3	Ms. Zaituni Ally	Member
4	Mr. Israel H. Macha	Member
5	Mr. Pascal Shayo	Member
6	Adv. Eric Swai	Secretary

Lake Zone Supervisory Committee Members

No	Name	Position
1	Mr. Thobias Mashiba	Chairperson
2	Ms. Azza Azzuna	Member
3	Mr. Juma Obote	Member
4	Mr. Charles Masubi	Member



About AngloGold Ashanti

An independent, global gold mining company with a diverse, high-quality portfolio of operations, projects and exploration activities.

WHERE WE ARE LOCATED

Geita Gold Mine, is located in north-western Tanzania, in the Lake Victoria goldfields in Geita region, about 120km from Mwanza City and 4km west of the township of Geita.



Geita, Tanzania



OUR VISION

To be the Leading Mining Company



OUR MISSION

To create value for our shareholders, our employees, and our business and social partners by safely and responsibly exploring, mining and marketing our products.

A RESPONSIBLE EMPLOYER

- ✓ Total number of employees
 - Directly employed by GGML = **2,249**
 - Employed through contractors = **4,152**
- ✓ % of Tanzanian workforce = **97%**
- ✓ % Executive Management = **77%**
- 🏆 Overall winner of the AngloGold Ashanti Global Safety Awards in 2019, 2020, 2021 and 2022.
- 🏆 Overall second largest Taxpayer in Tanzania in financial year 2020/2021
- 🏆 Best Performer in the mining industry in Tanzania in 2021 & 2022
- 🏆 Recognised as Best Big Employer for the year 2021/2022 at the 46th Dar es Salaam International Trade Fair, 2022
- 🏆 Best Exporter of Minerals Abroad Awards for the year 2021/2022 at the 46th Dar es Salaam International Trade Fair, 2022
- 🏆 Recognized as 2nd Runner Up in Category on Best Employer Complying with Workers' Compensation Fund (WCF) Procedures for the year 2021/2022 during the 46th Dar es Salaam International Trade Fair 2022
- 🏆 Recognized by the National Social Security Fund, as one of the most compliant employers in the Tanzania mining sector during the year 2021/2022.

OUR VALUES



Safety

We put safety first, before anything else



Respect

We treat each other with human dignity and respect



Integrity

We are honest and true to what we commit to



Sustainability

We make a positive contribution towards an enduring world



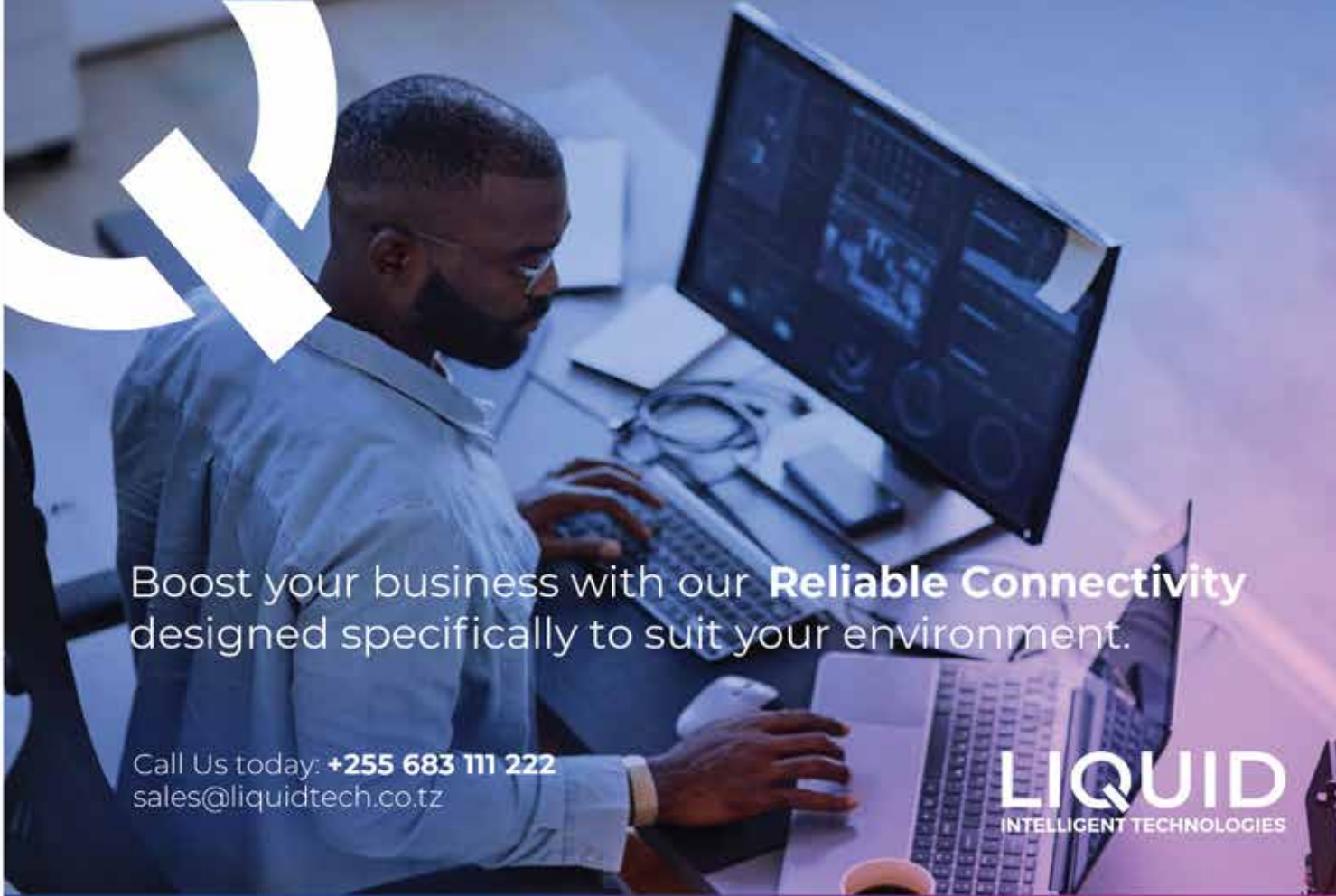
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We focus on continuous improvement towards a high performing culture



Collaboration

We work together to build a great company



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MANAGEMENT BOARD MEMBERS



CHAIRPERSON
Ms. Jayne Nyimbo
Cartrack Tanzania



Mr. Felix Kagisa
VICE-CHAIRPERSON
West Security Guards Ltd.



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



Ms. Suzanne Ndomba-Doran (Adv)
CHIEF EXECUTIVE OFFICER
SECRETARY TO THE BOARD



Adv. Cornelius Kariwa
Kariwa & Company Advocate



Adv. Jaffary Ally
TPC Ltd



CPA Pius Maneno
National Board of Accountants
and Auditors (NBAA)



CPA Eric Sambu
SGA Security Tanzania Ltd



CPA Beatrice Mgaya
Social Action Trust Fund (SATF)



Mr. Vinod Rustagi
Toyota Tanzania



Mr. Bakari Machumu
Mwananchi Communications Ltd



CPA Mrisho Yassin
Swissport Tanzania Plc



Eng. Benjamin J. Mchwampaka
Tanzania Chamber of Mines



Mr. Oscar Mgaya
Tanzania Mortgage Refinance
Company



Ms. Brenda Msangi
CCBRT Tanzania



Mr. Kusirie Senkondo
HR Manager Habari Node



Ms. Jacqueline Woiso
Multichoice Tanzania Ltd



Mr. Kara Remtullah
S&M Security Services Co. Ltd



Mr. Geoffrey O. Odhiambo
East African Cables Tanzania Ltd



Ms. Tabia Masudi
Assemble Insurance



CPA. Anael Samuel
Songas Tanzania



Mr. Sirili Akko
Tanzania Association of Tour
Operators (TATO)



Mr. Reinhardt Swart
Tanga Cement Plc



Mr. Audax Rukonge
Agricultural Non-State Actors
Forum (ANSAF)



Adv. Kennedy Edward
Hotel Association of
Tanzania (HAT)



CPA. Phillemon Tano
P5 HR Consulting Limited
Lake Zone representative



CPA Laurian Justinian
Ernst and Young

ATE SECRETARIAT



Suzanne Ndomba-Doran (Adv)
Chief Executive Officer



Joyce Nangai-Ibengwe
Head of Projects & Communications



Anabahati Mlay
Senior Projects Officer



Hellen Mkwizu
Projects Officer



Neema Mbogo
Projects Officer



Yunge Kanuda
Communications Officer



Albert Rukeisa
Head of Learning & Development



Stanslaus Belela
IT Support Officer



Pendo Mgaya
Training Assistant



Edward Mdimba
Training Assistant



Adv. Mercy-Grace Seuya
Head of Legal Services



Adv. Eric Stanslaus Swai
Zone Manager
(Northern Zone)



Adv. Emmanuel Miage
Senior Legal Advisor



Judith Robert
Legal Advisor



Juliana Donald
Legal Advisor (Northern Zone)



Isaya Thomas
Legal Advisor



Kennedy Rwehumbiza
Head of Research, Policy & Advocacy



Agape Sanga
TVET Project Coordinator



Ramadhani Semvua
Economist



Patricia Chao
Head of Membership & Marketing



Selestine Leonard
Zone Manager
(Central Zone)



Albert Lema
Membership Officer



Hamisa Rashid
Membership Officer



Nasra Machemba
Membership Executive



CPA Emmanuel Ikongwe
Chief Financial Officer



Rhoda Mbonea
Assistant Accountant



Alico Dickson
Assistant Accountant



Betty Mwakalinga
Executive Assistant



Juma Kinyogoli
Driver



Chuli Ramadhani
Driver

MEMBERSHIP & MARKETING





Our membership department is our first point of contact for our members as they deal with members enrollment and engagements. In year 2022, the department served members by linking them with service departments but also provided useful links into our events where members benefited, eg. Sectoral meetings, AGM, EYA, services, surveys etc.

In order to retain members and attract new members into the Association, ATE every year implements a number of activities that are of interest and value to Employers. In 2022, ATE increased engagements with Members through sectoral meetings, various events and visits as compared to previous years and this brought more visibility.

1. Annual General Meeting (AGM) & High-level Conference

ATE held its 63rd Annual General Meeting in June 2022 in Dodoma. This was the first time this event is conducted outside Dar es Salaam. The AGM was followed by a High-Level conference themed “Streamlining Tanzania Fiscal Regime to Attain Productivity for Growth” where the Guest of Honor was the Minister of Finance and Planning, **Hon. Dr. Mwigulu Nchemba (MP)** who was represented by the Minister of State in the Prime Minister’s Office, Labour, Youth, Employment and Persons with Disabilities (LYEPWDs), **Hon. Prof. Joyce Lazaro Ndalichako (MP)** accompanied by the Deputy Minister **Hon. Patrobas Katambi (MP)**. **Mr. Tumaini Nyamhokya** TUCTA President attended the AGM and ILO was represented by **Mr. Jelous Chirove**. Highlights of the 2022 Finance Bill and Social Security Schemes (Benefits) (Amendments) Regulations, 2022 were presented and discussed by participants.

63rd Annual General Meeting



(AGM) & High-Level Conference



2. Sectoral Meetings

1.1. Minimum Wage Sectoral Alignment meetings

ATE organized ten (10) Virtual Sectoral Alignment Meetings with all Sectors to discuss and reflect on the Minimum Wage Order 2013. These meetings were followed by Consultative Meetings with the Private Sector Minimum Wage Board Special Committee which were held in June 2022. As a result, the Minimum Wage 2022 was published through Government Notice no. 687 of 2022 on 25th November 2022, accommodating largely ATE members' recommendations.

1.2. Transport and Logistics Meeting

ATE conducted a Membership Meeting for Transport & Logistics Sector in August 2022, at Sea Cliff Hotel Dar es Salaam. The Meeting aimed at providing awareness to employers on employment and labour compliance issues including compliance with the NSSF and WCF regulations.

1.3. Tourism & Hospitality

ATE conducted a Tourism and Hospitality Sector Meeting in Arusha to discuss the role of digitalization in enhancing the contribution of the Tourism and Hospitality sector to employment and economic growth in Tanzania.

1.4. Customer Service Week

During Customer Service Week in October, ATE Secretariat invited its members for consultation on policy, legal, and regulatory framework governing the employment arena in Tanzania.

3. Collaborations & Partnerships with Stakeholders Locally

3.1. State House Meeting with National Advisory Council for PWDs

ATE advocates for diversity and inclusiveness at workplaces and represents Employers at the National Advisory Council for People with Disabilities (NAC-PWDs). In 2022, ATE joined NAC-PWDs at the State House in Chamwino to congratulate the President for making one year in office.

3.2. The Budget Parliamentary Session

ATE attended the presentation of the Prime Minister's Office Budget Speech for the Financial Year 2022/23 by the Prime Minister of the United Republic of Tanzania **Hon. Majaliwa Kassim Majaliwa (MP)** during the Budget Parliamentary session.

3.3. CEO's Breakfast meeting organized by Equinor

ATE participated in the CEO's Breakfast meeting organized by Equinor Tanzania on August 2022 at Hyatt Regency Hotel Dar Salaam. The meeting aimed at discussing, the Tanzania Business Environment and Investment Climate challenges and opportunities challenges within the Oil and Gas sub-sector. Some of the reputable participants include the *Executive Vice President, International Energy, and Production at Norwegian Multinational Equinor AS, Al Cook, an EACOP representative, Shell 'Tz, CEO's roundtable, REPOA, and FB Attorneys.*

3.4. The HR Day 2022

ATE participated at the International Human Resource Day themed "Shaping the Future", in May 2022 at Mt. Meru Hotel in Arusha which was organized by the Association of Public Administrators Tanzania (APAT) and the Human Resources Society of Tanzania (HRSTA).

3.5. ATE & World Bank Meeting

ATE hosted a meeting with the World Bank and Ministry of **Education, Science & Technology** officials at ATE Offices to discuss areas of collaboration around skills development.

3.6. Annual Engineers Day

ATE attended the Annual Engineers Day in Dodoma on 22 Sept. 2022, themed: Innovation and Skills Development in enhancing National Sustainable Economic Development Engineering Perspective which was graced by the Minister for Works and Transport, **Hon. Prof. Makame Mbarawa (MP)**.

3.7. OSHA Day Celebration 2022

ATE and its members participated in the OSHA Day celebrations in April in Dodoma where the overall winner for OSHA Day was **Barrick Bulyanhulu Gold Mine Ltd.**

3.8. Workers' Day celebrations

ATE participated in Worker's Day celebrations where ATE Chairperson, delivered a keynote message responding to the theme by TUCTA *"Mishahara na Maslahi Bora Kwa Wafanyakazi, ndo Kilio Chetu; Kazi lendelee"* The Chief Guest was **H.E Samia Suluhu Hassan**, President of the United Republic of Tanzania who reminded Tanzanians on the development projects the 6th Government continues to implement. She also urged workplace productivity and compliance with the laws.



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BUSINESS TOWARDS
SUCCESS**



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3.9. TVET Gala Dinner with NACTVET

ATE co-hosted a Gala Dinner with NACTVET to recognize and award employers who support skills development initiatives such as workplace learning opportunities through internship and apprenticeship programs. The Gala Dinner was graced by **Hon. Prof. Adolf Mkenda (MP)**, Minister of Education, Science, Technology and Vocational Training who represented the Prime Minister **Hon. Kassim Majaliwa Majaliwa (MP)**. Employers were ranked based on the number of apprentices, interns, and field practical students received annually whereby the Overall Winner was Tanzania Commercial Bank (TCB).



3.10. Commemoration of World Environment Day, June 2022

ATE joined the Temeke District to celebrate the day under the theme “Tanzania ni Moja Tu, Tunza Mazingira” which was in line with the World theme “Only One Earth”. ATE was recognized and awarded a certificate of appreciation for conserving the environment in Dar es Salaam. This recognition came through ATE initiative under the Female Future Programme on environmental conservation at Kiburugwa – Mbagala.



3.11. 46th Dar es Salaam International Trade Fair 2022

ATE participated in the closure ceremony at the 46th Dar es Salaam International Trade Fair 2022 where the Vice President of the United Republic of Tanzania, **H.E. Dr. Philip Mpango** was the Guest of Honor. The exhibition was under the theme “**Tanzania Your Best Destination for Business and Investment**”. The closing ceremony of the exhibitions also involved the signing of various Business MoUs as well as the awarding of certificates and trophies to the Winners of the Exhibitions.

3.12. Tanzania Energy Congress

ATE participated in the Tanzania Energy Congress held in August and shared insights on the private sector and employers' perspectives on employment sustainability in Tanzania in the energy sector. ATE CEO shared Youth Employability Skills, and the challenges due to skills mismatch. She insisted on Social Inclusion stating that Gender Equality is good for business and also highlighted the requirement of the law on disability inclusion at workplaces.

4. Collaboration & Engagements Regionally and Internationally

4.1. SADC Ministers of Employment & Labor and Social Partners meeting

ATE attended the SADC Ministers of Employment & Labour & Social Partners Meeting in Malawi, the delegation was led by the Minister of State in the Prime Minister's Office, (Labour, Youth, Employment and PWDs, **Hon. Prof. Joyce Ndalichako (MP)**.

4.2. International Labour Conference (ILC) in Geneva

ATE in 2022 represented by the Chief Executive Officer participated in the 110th ILC in Geneva. The ILC meets every year where Governments, Workers, and Employer representatives from 187 Member States meet to discuss *issues related to the world of work*. The Conference adopted OSH as among the fundamental Conventions of the International Standards.

4.3. Business Perspectives on Labour Migration

ATE participated in the Governance in Southern Africa-Sub-regional workshop in Johannesburg to discuss business perspectives on Labour Migration including the importance of skills transfer and development and challenges across the region on Labour mobility.

4.4. The 5th Global Conference on the Elimination of Child Labour

ATE participated in the 5th Global Conference on Elimination of Child Labour under the support of the International Labour Organisation (ILO) in Durban, South Africa. The discussions centered around the need to eliminate child labor by taking actions and approaches which include to raising awareness among the society/parents/guardians on the importance of education and creating employment opportunities to allow families to thrive for children to go to school.

The background of the advertisement features a light-colored wooden surface. On the right side, there is a detailed line drawing of a sugarcane stalk with its leaves. In the center-left, there are several pieces of sugarcane: one whole stalk, one cut into a wedge, and another cut into a smaller piece. A wooden spoon, filled with granulated sugar, lies horizontally across the middle of the image. The text is overlaid on this background.

TPC Sugar

PURE CANE SUGAR

Asili ya sukari Tanzania

*Available at your
convenient pack choice*

The logo for TPC Limited features a stylized mountain range above the letters 'TPC'. Below 'TPC' is the word 'LIMITED' in a smaller font. Underneath this, the tagline 'Home of Tanzania's Sugar' is written in a serif font, with small vertical lines separating the words.

TPC[®]
LIMITED
Home of Tanzania's Sugar

LIST OF ATE NEW MEMBERS 2022

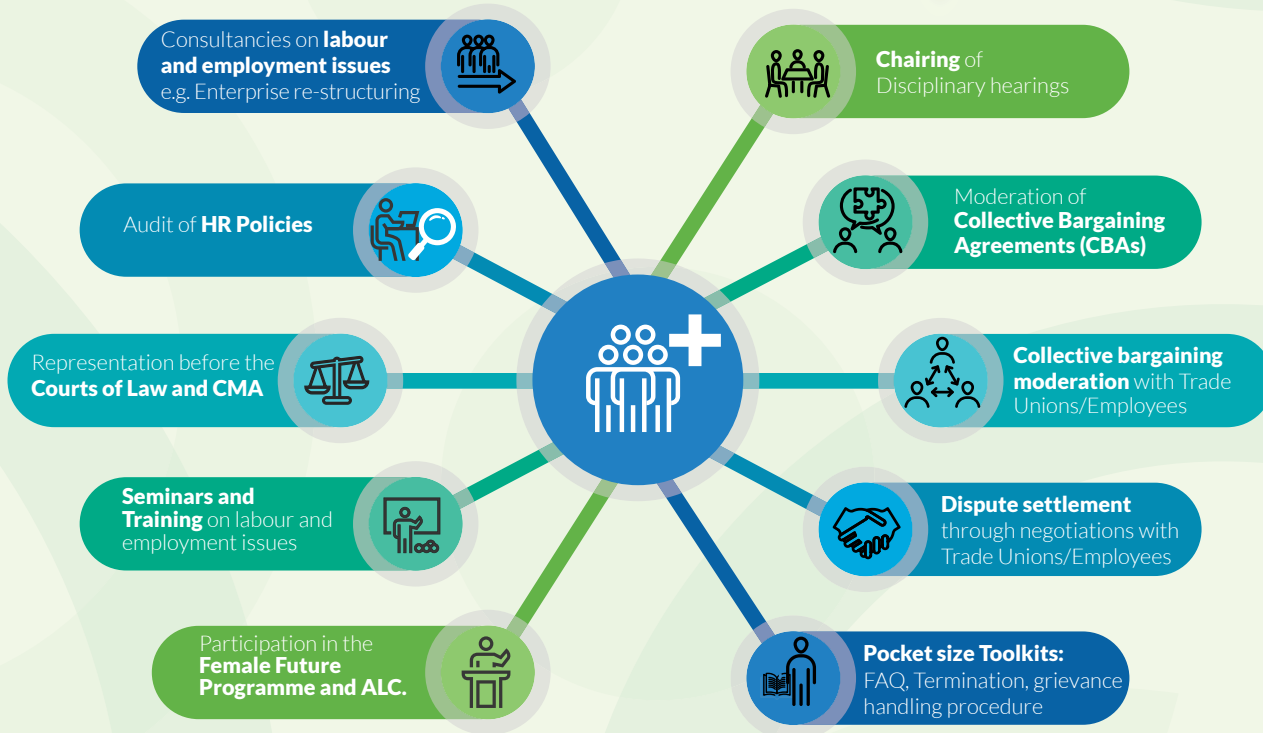
1.	Colleges and Institutes
2.	North Reef Solutions Limited
3.	NCG Chemical Industries
4.	Steven Shayo and Company
5.	Bayport Tanzania
6.	Orion Lubricants
7.	Don Bosco
8.	Almansour Auto EA Tanzania
9.	The Registered Trustee/ Women Fund Tanzania Trust
10.	Knauf Gypsum TZ Ltd
11.	Jaffery Primary School
12.	Mohamed Entreprises -bajaji division
13.	East Africa Fruits Farm and Company Ltd
14.	Tumaini University
15.	SICPA Tanzania Ltd
16.	Kidz Care Tanzania
17.	Village of Hope
18.	Cachson Risk Management
19.	China Dasheng Bank Ltd
20.	GSM Group
21.	Mhandisi Consultancy
22.	METL Agro Tractors
23.	Kayegele Limited

24.	Mpingo Conservation
25.	Royal Oven
26.	Geamos Company Ltd
27.	JH PIEGO Corporation
28.	Avenue Medical Clinic
29.	Tricon Logistics Ltd
30.	Gatsby Africa
31.	Rais Shipping Services
32.	Tanzania Fertile Regulatory Authority (FRA)
33.	Mkulazi Holding Company
34.	Dodoma Christian Medical Centre
35.	Emergency Medical Service
36.	National Institute of Transportation (NIT)
37.	Outsourced Carewell Tanzania Ltd
38.	St. Johns University of Tanzania
39.	Kiboko Enterprises Limited
40.	S.E.C East African Co. Ltd
41.	Aldelia Global Manpower
42.	Shepherds School
43.	Sibusiso Foundation
44.	Besha Hospital & Training Institute
45.	Dodoma Halisi Limited

Members Services

As a voice of Employers in Tanzania, ATE serves all Employers by advocating for conducive business environment as mandated. However, ATE Members enjoy close and tailored services to add value to their businesses, including personalized legal advisory and labour related advice, exclusive meetings with our legal experts and others, participation on EYA & AGM, Sectoral meetings, Business contacts and networks. Our Grouping Members enjoy more personalized services, contact the Secretariat for more.

Other Services



EMPLOYMENT, LABOUR & INDUSTRIAL RELATIONS





The legal department provides advisory role and support members into labour employment related challenges faced at the workplace daily. The advice facilitates employers to be in compliant with labour laws in Tanzania.

In 2022, the team attended 15,000 enquiries in areas of Employment and Labour, Employment of Non-Citizens in Tanzania, Performance issues, Discipline and Grievance Handling, Disability and Inclusion, Equal Opportunity in workplaces, Harassment, Violence & Discrimination, Health and Safety at Workplaces, Taxation on Employment, Recruitment and Onboarding procedures as well as other business-related matters. However, what took precedents was implementation of the Minimum Wage Order GN 687/2022, Social Security Contribution and Disciplinary & Grievance Handling.

The legal team continued to represent members before the Commission for Mediation and Arbitration (CMA), the High Court of Tanzania,

the Court of Appeal of Tanzania, and other forums. These representations have met a high success rate and are normally preceded by a legal opinion for the Employer to be aware of their chances upon embarking on the litigation route. More than 15,000 enquiries from employers have been handled both at the Headquarters and Zones.

These services have been delivered to respective employers through retainer agreements, facilitations, legal clinics on legal advisory services by membership subscription.

In delivering services, the team used different communications channels including; emails, phone calls, messages, face-to-face consultations and virtual meetings.

Services that ATE offered in 2022 included:

- Legal advice on Employment and Labour Relations Matters, Trade Union Matters and all matters of Labour Law,
- Representation before the Commission for Mediation and Arbitration (CMA), High Court (Labour Division) and the Court of Appeal of Tanzania in Dar es Salaam, Tanga, Mwanza, Arusha, Kilimanjaro, Mbeya, Mtwara, Tabora, Musoma and Mwanza.
- Consultation on Retrenchment and Redundancy procedures,
- Disciplinary and Grievance Hearing Procedures, Employment Contracts Review
- Reviewing and Drafting of Documents such as Human Resources Handbooks, Manuals, and Policies,
- Moderating Collective Bargaining Agreements between employers and trade unions.
- Company Registration,
- Taxation on Employment,
- Audit on compliance and HR best practices with employment law,
- Work permits (compliance and Consultation Advice),
- Endorsement of any Legal document and Sensitizing the Management & HR Personnel on Labour Laws



Upon the gazetting the New Minimum Wage Order GN 687/2022 the legal team was heavily invested in providing clarifications, receiving challenges that members are facing in its implementation and interpretation. The team has been working on highlighting areas of improvement in the Employment and labour statutes and proposing changes that contribute to the ease of doing business and enhancing economic efficiency.

Testimonials

PUSHPA SHETH, FEMINAHIP:

We liked the cooperation while working, friendliness of all staff and trusted information. Overall, we are happy to be working with ATE on human resource advise and on legal matters pertaining to human resource.

SCANIA TANZANIA:

Prompt responses, great feedback on legal issues.

MWIZALUBI MAFWELE, RAILWAY

CHILDREN: *I would like to express gratitude on behalf of Railway Children Africa to the Legal Team from ATE. The assistance and legal counsel provided by Mercy-Grace and Emmanuel were exceptional. As the management of RCA, we deeply value their support and have only positive feedback to offer, along with congratulations to the team for their outstanding work.*

RAILWAY CHILDREN AFRICA: *I like mostly the way you follow the procedures and documentation.*

JOYCE MINJA, HR SCANIA:

We have been served in a very professional manner especially guided in different policies before doing internal launching, supported us on legal issues when needed and the support had sorted internal conflicts. And also we have extended our network through different invitations.

IPSOS TANZANIA:

Professional advice

RESEARCH, POLICY & ADVOCACY





Policy, Research and Advocacy is an important function of the Association that aims at attaining a conducive business environment and investment climate for employers across all sectors of the economy.

The department implements this mandate by embracing proactive and reactive evidence-based advocacy. Proactively by identifying upcoming public policy, legislation, proposals, or strategies that might affect our members and reactively by reviewing adopted legislations or policies and advocating for the desired changes.

The department further develops a three-year Business Agenda incorporating specific advocacy issues proactively informed by active engagements with our members through sectoral

meetings and surveys to guide the Association's advocacy focus.

To ensure we attain positive results, we use a flexible advocacy strategy to engage with various advocacy platforms including the Labor Economic and Social Council (LESCO), Private Sector-Minimum Wage Board, Ministry of Finance & Planning through the Taskforce on Tax Reforms (TFTRs), Parliament through Parliamentary Standing Committees, Tanzania National Business Council (TNBC), and sectoral ministries and ministerial departments.

ATE Advocacy issues & key achievements

Advocacy areas

The 2022 calendar year marked the end of ATE's 2020/22 Business Agenda that aimed at **Fostering a Friendly Business Environment for Effective Industrialization and Job creation**. The agenda entailed the following advocacy issues:

- Lowering Skills Development Levy to two (2) percent from 4.0 percent
- Promoting Skills Development interventions and specifically the participation of employers
- Reviewing the Workers Compensation Fund Act of 2008 to eliminate Public and Private

Sector discrimination. That is Lowering the Workers' Compensation Fund (WCF) rate from one (1) percent to 0.5.

- Reviewing the National Social Security Fund Act of 2015
- General review of labor laws to lessen compliance requirements
- Review of Tax rates on Salaries for business attraction and talent retention
- Upholding a business-friendly Minimum wage
- Harmonizing both Work and Resident Permits fees and increasing permit duration for investors to attract foreign investments

Key Achievements

In 2022, the Association participated in major advocacy platforms such as the Taskforce on Tax Reforms (under the MoFP), Labor and Economic Social Council (LESCO), Private Sector Minimum Wage Board-Sectoral Committee, etc. to ensure that the above advocacy issues are embraced by the Government. The following are some of the achievements that the Association has attained cumulatively:

- Reduction of Skills Development Levy (SDL) from 4.5 to 4.0 percent and exempting employers with less than 10 employees from SDL payment through the 2020 Finance Act;
- Reduction of WCF rate from 0.6 percent payable by the private sector to 0.5 percent, equivalent to what the Public Sector pays.

- Amendment of the Vocational Education and Training Act (Cap. 82), Section 19(1) by excluding gross monthly emoluments payable by employers to all "intern students from higher learning or Technical and Vocational Education and training institutions who are under the Tanzania Employment Service Agency (TaESA) programme" from the computation of Skills Development Levy (SDL) payable to the Commissioner at the end of each month.
- Upheld 10 sectoral engagements to deliberate on potential Minimum Wage changes and dialogued for the New Wage Order implementation date to January 2023.
- Implemented two major Skills Development interventions in collaboration with local employers, TVET institutions, TUCTA, and Development partners including GIZ-E4D Tanzania and Confederation of Danish Industries.

Next steps in Advocacy (B.A 2023/25)

The Association commits to pursuing the remaining advocacy issues by incorporating them in the 2023/25 Business Agenda that envisages on **Fostering a growing and resilient Tanzania Economy**. In addition to the remaining advocacy issues, the new Business Agenda will generally entail the following Action areas

- Recommendations to reduce costs of employment, promote Skills Development for the employability of the available workforce;
- Improve Legal and Regulatory framework to enhance economic efficiency and effectiveness;

- Reduce
- Promote economic growth and diversification through the involvement of private sector as the engine of the economy;
- General review of the Labor Laws to reduce cost of compliance and embrace new employment trends (future of Work);
- Promote gender mainstreaming and participation of disabled in the labor market; and
- Lastly, address challenges due to prevalence of informal activities in the economy.

The following is an overview of economic performance of the country in 2022

Economic performance highlights in 2022

1. Real Economic Growth (GDP)

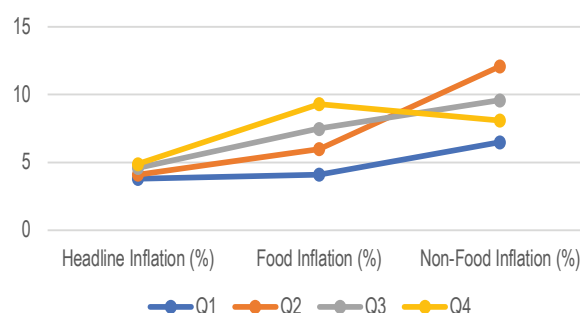
In 2022, the economy continued to recover from the global upheavals of the COVID-19 pandemic, building on the momentum gained in 2021, when it grew by 4.9%. The average growth rate rose to 5.2% in the first half of 2022, even in the face of international crises like the war in Ukraine and recurrent COVID-19 outbreaks, particularly in China. This resilience was largely driven by the agricultural, construction, transport and storage, manufacturing, and finance & insurance sectors. By the third quarter, the economy maintained its growth pace at 5.2%, even though this was a slight dip from the same period in 2021. The surge in sectors like information and communication, accommodation and restaurants, and finance & insurance, underscored the economy's adaptability. These sectors expanded due to increasing internet and broadcasting services, a rebound in tourism, and a robust financial sector marked by growing bank deposits and private sector credit.

2. Inflation

Throughout 2022, inflation in the country trended upwards due to global supply chain disruptions, primarily caused by the war in Ukraine. However, it remained within the national target range of 3-7%. In the first quarter, inflation was within the 3-5% target, but it rose to 4.1% by the end of the second quarter, largely due to higher global commodity prices. Energy, fuel, and utilities saw an inflation rate of 12.1%, while food inflation slightly decreased to 6%.

In subsequent quarters, headline inflation continued to rise, reaching 4.6% and then 4.9% by the end of the year, with food and non-alcoholic beverages inflation peaking at 9.3% due to increased demand and lower crop yields. Despite these challenges, the country's inflation rate remained relatively lower compared to other East African countries (9.1% in Kenya, 10.4% in Uganda, and 21.7% in Rwanda), demonstrating economic resilience amidst global disruptions.

QUARTELY INFLATION TRENDS



3. Private Sector participation in the economy

Credit to Private Sector

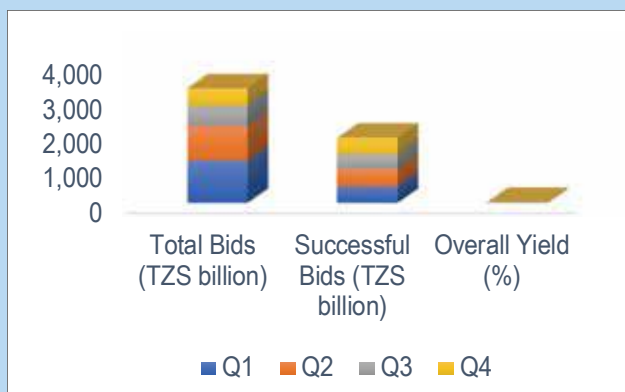
In 2022, domestic credit extended to the private sector demonstrated a significant growth trend, driven by the recovery from the COVID-19 pandemic, improved business environment, and supportive fiscal and monetary policies. Average credit growth accelerated from 21.3% in Q1 to 27.9% in Q3. Private sector credit growth also surged from 11.8% in Q1 to a five-year high of 16% in Q2, then to 20.9% in Q3, and ended at 22.9% in Q4. Key sectors driving this growth included mining, small and medium enterprises, trade, manufacturing, and agriculture. This credit expansion underscores the resilience and recovery of the private sector throughout the year.

Quarter	Average Credit Growth (%)	Private Sector Credit Growth (%)
Q1	21.30	11.80
Q2	20	16
Q3	27.90	20.90
Q4	12.4	22.90

4. Financial Market Performance

Throughout 2022, the primary market of government securities in Tanzania demonstrated robust demand, leading to a decrease in yields, particularly in the first half of the year. The Q1 saw a high demand with total successful bids of TZS 481 billion out of TZS 1,216 billion received, dropping the overall yield to 4.65% from 5.43% in 2021. The trend continued in Q2, with successful bids of TZS 504.7 billion out of TZS 994.6 billion, further decreasing the yield to 3.87%. However, in Q3, despite five Treasury bills auctions worth TZS 612.4 billion, the overall yield increased to 4.49% due to a slight contraction in demand with TZS 420.3 billion successful bids from TZS 591.7 billion received. By Q4, the total successful bids rose to TZS 462.7 billion out of TZS 494.5 billion received, but the yield also climbed to 5.55%, signaling changing market dynamics.

The financial market thus exhibited resilience amidst fluctuating conditions.



5. Domestic Revenue

Over four quarters, revenue and grant collections showed consistent growth, driven by increased tax compliance, advanced technology in VAT collection, and economic recovery. The first quarter saw a total revenue of TZS 6,221 billion, with tax and non-tax revenues growing by 23.5% and 37% respectively. The second quarter improved slightly to TZS 6,242.7 billion in total revenue, with tax revenue exceeding the target by 3.5%. In the third quarter, total revenue dipped slightly to TZS 6,211.3 billion, with tax revenue slightly below target. The fourth quarter saw a significant jump in total revenue to TZS 7,119.3 billion. Despite consistent growth, non-tax revenue in the fourth quarter fell short of the target, reaching

95.1% of the target.

Quarter	Revenue Growth (%)	Tax Revenue Growth (%)
Q1	24.7	23.5
Q2	35	18.3
Q3	13.6	-
Q4	-	-

6. General Business Environment and Investment Climate in Tanzania

Generally, the Government continues to create conducive business environment and investment climate to ensure smooth business operations and attract both local and international investors. One of the biggest achievements was the enactment of the Investment Act 2022 which repealed the Tanzanian Investment Act of 1997 which seemed outdated in terms of addressing current investment needs and embracing technological demands. Specifically, the new law envisaged on creating a conducive investment climate for the investors in Tanzania and to establish an institutional framework for coordinating and managing investments in the country.

The Government also continued to actively participate in bilateral, regional, and international trade related negotiations to expand market opportunities for Tanzania's businesses and attract potential investments into the country. The Government through Ministry of Investment, Industry, and Trade has been developing policies that promote business and investment climate, such as collaborating in removing non-tariff barriers, participating in trade fairs, and strengthening cooperation between public and private sectors.

In terms of the implementation of Blueprint for Regulatory Reforms to Improve the Business Environment, in collaboration with the Private sector and other stakeholders, submitted proposals to amend 19 laws among which 12 laws aimed at reducing duplicity in regulatory institutions' functions were approved by the parliament and came into force on 1st July 2022. These changes led to the revision of 39 fees and levies. To enhance trade facilitation, the Government has further established department of Industry, Trade, and Investment in all 184 Local Government Authorities and sections of Industry, Trade, and Investment in the Secretariat of all 26 regions in the country.

Evaluation findings showed positive results of the implementation of the Blueprint for Regulatory Reforms to Improve Business Environment between 2018/19 to

2021/22. Some of the positive results include; reduction of the average number of days to obtain approvals from regulatory agencies from 14 to three (3) days; reduction of number of days used by cargo trucks to travel from Dar-es-Salaam to the other border of Zambia (Tunduma) and Rwanda (Rusumo) from an average of four (4) days and seven (7) days to an average of two (2) days and three (3), respectively; review of the Tanzania Shipping Agency Act (TASAC) Chapter 415 which gave the exclusive mandate for the Clearing and Forwarding of Cargo transported in the sea for example; cooking oil, sugar, wheat, industrial chemicals, concentrates, live animals (according to the Wildlife Act), chemicals used in mines, Government trophies, weapons and explosives. This action has improved or increased the participation of the Private Sector in the business.

7. Employment and Labour laws related interventions

On employment and labor related space, the Government has continued to improve working conditions for employees by managing labor standards and advocating for decent work. Inspections on Labor standards, Safety and Health related issues at workplaces have been conducted showing a significant compliance rate by employers with very few employers violating the laws.

The Government has also strengthened the Electronic Process of Work Permit applications. Improving the

system, among many other factors have contributed significantly to increasing efficiency in the issuance of work permits in the country. By February 2023, a total approval of 8,576 work permits were issued equivalent to 92.14 percent of the 9,307 permit applications received.

In creating enabling environment for employers by reducing operational costs, the Government through the Workers' Compensation (Payment of Tariff) (Amendment) Regulations 2022 reduced the Workers Compensation Fund (WCF) contribution rate from 0.6 to 0.5 percent. In addition, in promoting skills Development in the country, the Government through the 2022 Finance Act amended the Vocational Education and Training Act (Cap.82), Section 19 by exempting gross monthly emoluments payable by employers to all "intern students from higher learning or technical and vocational education and training institutions who are under the Tanzania Employment Service Agency (TaESA) program" from the computation of Skills Development Levy (SDL) payable to the Commissioner at the end of each month.

More efforts are being pursued in collaboration with the Association of Tanzania Employers to ensure cost of employment in Tanzania is reduced and local business remain competitive domestically and across all trading blocs.

STRATEGIC PARTNERSHIP AGREEMENT (PHASE TWO)

ATE in partnership with the Confederation of Danish Industries (DI) have partnered to implement a Strategic Partnership Agreement Programme Phase two that focused on attaining six major objectives for the period between 2022 to 2025. These objectives include: Capacitating employers (ATE members) to comply with Occupation, Health, and Safety (OSH) standards at workplaces; Improving women's

participation in the Green Transition initiatives; Promoting Alternative Dispute Resolution (ADR) at workplaces; Capacitating social partners (employers, employees, and other stakeholders) on how to prevent Gender Based Violence and Harassment (GVBH) at workplaces;

Driving industries towards just and green transition, and lastly reduce litigation associated with occupational accidents by ensuring employers and social partners have adequate knowledge of compensation schemes and penalties as guided by various local laws governing employment and labor.

The beneficiaries of these initiatives are ATE members (employers), specifically within the Food and

Continued on pg 40



from pg 39

Beveragesubsector, Commerce&trade,andhospitality & Tourism sectors. The program has been designed to incorporate the social dialogue mechanism in ensuring the activities effectively produce the intended results in a sustainable manner.

During a period between January to December 2022, the ATE managed to conduct five workshops which managed to bring ATE members and tripartite partners, in general, to share experiences and learn from each

on issues of green transition, gender equality in the labor market especially at the place of work, issues of digitalization and how it affects the future, how to embrace social dialogue through alternative dispute resolutions at workplaces. In these workshops, employers and other social partners were also trained on labor-related laws and how best to create harmonious industrial relations at workplaces. The overall objective was to ensure a decent working environment is availed.

Public-Private Partnership for Ajira Project (PPPE4AP)



GIZ E4D Tanzania partnered with ATE to implement *Public Private Partnership for Ajira (A4PPP) Project* that aimed at imparting employable skills to 4500 youths from three regions namely, Dodoma, Manyara, and Lindi. In this programme, youths will be trained on two-month short courses which include Industrial Plumbing, Domestic plumbing, Welding, and Mechatronics and later attached to companies for practical training for two months. The programme will run for 15 months starting from March 2022 to October 2023.

In this project, ATE's role has been to coordinate curriculum development (specifically validation) for the 4 short courses, attach trainees to companies for two months of internship training, and coordinate Public-Private dialogue to deepen the collaboration between TVET stakeholders in shaping the TVET sector.

The following are some of the major achievements attained in 2022;

- Coordinated development (curriculum validation) of four short course curriculums (Mechatronic, Industrial Plumbing, Domestic Plumbing, and Welding.)
- Conducted one Public Private Dialogue that brought together 15 companies, representatives from 10 companies/industries, VETA HQ, NACTVET, PMO-Labor, etc. to

- Engaged more than 25 companies in Lindi, Dodoma, and Manyara regions to forge collaboration in supporting the programme

ATE with the support from DI implemented a pilot programme titled *Skills Development, Social Dialogue and Decent Jobs for Young Tanzanians*. The programme aims to attain employable young people with vocational skills and decent jobs in Tanzania. Local partners include TUCTA and its affiliates (RAAWU & TUICO), VETA Centers such as Chang'ombe, Mikumi, Kihonda, and Don Bosco. The programme targets to train 900 youths (preferably women) from Morogoro and Dar-es-Salaam in shorter courses of Basic Fitter Mechanics, Basic Refrigeration and Air Conditioning, Food production, and Industrial Electrical for six months. Afterwards, trainees will be attached for a period of 2 months. This programme will run for a period between 2022 to 2024.





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The following are some of the attained achievements in 2022:

- Conducted a Needs Assessment Survey to inform curriculum development of the intended courses
- Engaged 20 companies to seek their support in offering workplace learning opportunities for the trained youths
- Attached 19 teachers in industries to understand industrial skill needs and technological trends
- Organized Leadership meeting to discuss how best to enhance the role of social partners in shaping Tanzanian's TVET system
- Organized a validation workshop to validate the findings of the Needs Assessment Findings



LEARNING & DEVELOPMENT

CAPACITY BUILDING





The Learning and Development department is responsible for capacity building of the Secretariat and Employers across the country. In line with that, this department is also responsible for digital Transformation and Human Resources Management. It drives ATE's Agenda of building competitive workforce through Training, Coaching and On Job Training.

The Training programmes are categorized into three categories: General Management and Leadership, Occupational Healthy and Safety, and Employment and Labour Laws.

Our trainings are need based aiming at improving compliance and productivity at workplaces. ATE believes that the most valuable and sophisticated asset is human resource and with that in mind ATE continues to strengthen the capacity of employers on managing workplaces in order to facilitate harmonious industrial relations for productivity. In 2022, ATE continued to offer trainings one on one

(physically) and also embarked on facilitating trainings virtually. Our trainings are Public and Inhouse.

Training programmes offered in different areas include, Performance Development, Social Security Laws, Employment and Labour relations in Tanzania, Understanding of Public Services Laws and its Disciplinary Procedures, HR Metrics and Data Analysis, Risk Management and Internal Controls, Leadership Skills, International Labour Standards, Effective Handling of Disciplinary Procedures and Chairing of Hearings. Planning for Retirement and Entrepreneurship, Customer Service Excellence and Change Management.



TRAINING PROGRAMMES

- Guide to Employment and Labour Relations in Tanzania
- Managing Workplace Matters During COVID-19
- Workplace Mediation for Harmonious Industrial Relations
- Managing Employment Contracts and Termination of Employment
- Social Security laws for WCF, NSSF, PSSSF
- Grievance Mechanism Handling, Essentials in Occupational Safety and Health (EOSH)
- Planning for Retirement and Entrepreneurship Skills; Managing Poor Performance and Performance Development
- HR Metrics & Data Analysis
- Financial Management for Non-Finance Professionals
- Talent Acquisition
- Recruitment Function and Succession Planning
- Risk Management and Internal Controls
- Supervisory Development
- Effective Leadership Skills
- Strategic Management
- Corporate Governance
- Sexual Harassment at Workplace
- Developing Human Resources
- Planning for Retirement and Entrepreneurship
- HIV & AIDS Peer Educators & Facilitators
- HR for non-HR Managers
- Customer Care
- Managing Organisational Change & Organization Development

Digital Transformation

ATE in 2022 embarked into a holistic journey towards digital transformation and continued to improve its workflows, systems, and processes in alignment with digital framework as per our planned strategies. These improvements were brought by ATE's philosophy "*Employers Choice*" that puts Employers at the centre of its operations.

Digitalizing its business operations entails servicing Employers effectively and efficiently.

The *Membership Portal and e-Learning Platform* are some of the feasible achievements resulted from this digitalization strategy. ATE has also improved its ICT infrastructure and system security to protect data against cyber-attacks and other associated risks. The social presence through digital channels has improved and skyrocketed information services to members. By end of the year the Association had already adopted video conferencing technology in running the training Programmes and Meetings virtually and for the first time, ATE has issued subscription invoices for 2023 electronically. ATE is committed to use technology to deliver its services and care for the environment.

Participants and trainers to some of ATE's Seminars and Trainings in 2022



ATE TRAINING C**PUBLIC TRAINING**

	PROGRAMME TITLE	Objective & Content
LEGAL & INDUSTRIAL		
ATE.T01	Handling Disciplinary Procedures and Charing of Hearings at the Workplace	This programme aims at enabling organisations with practical experience and skills to describe steps of handling disciplinary matters at the workplace and chairing of meetings (disciplinary, performance & ill health) successfully and efficiently as provided in the Laws
ATE.T02	Understanding the Laws guiding Employment and Labour in Tanzania, practices and challenges	The Employment and Labour Laws in Tanzania have been recently challenged as not going with the current business trends. This course will bring an opportunity to discuss labour laws, and their challenges and an opportunity to share different practices from different organisations in Tanzania and beyond
ATE.T03	Employment Contracts and its Termination Procedures in Tanzania	This programme aims at endowing participants with the knowledge and understanding of the Tanzanian Employment Contracts, how to go step by step on termination of employment and eliminate risks that can come up with employment contract issues and termination of employment processes.
ATE.T04	Investigation Procedures of Labour related issues and Report Writing at the Workplace	This programme aims at equipping the Investigation Team at the Workplace to properly gather and present evidence in line with establishing proper controls to prevent fraud and recommendations for Policy and Procedures Change
ATE.T05	Overall Understanding of Public Service Act, Its Regulations, and Disciplinary Procedures	Participants will be taken through the Public Service Laws that will guide them on disciplinary procedures and other challenges on the Laws
ATE.T06	Dispute Prevention and Conflict Resolution at the Workplace	This programme aims at equipping employers with the necessary skills in grievance handling, conflict resolution mechanisms to prevent all forms of harassment and discrimination in the Workplace
WORKPLACE EMPLOYEE WELLNESS		
ATE.T07	Creating & Sustaining High Performance Organisations	Participants will be taken through the building blocks of HPOs together with the knowledge and skills on conducting situational analysis
MANAGEMENT		
ATE.T08	Managing Training Function and Facilitation Skills Development	Participants will be taken through the Training Management cycle together with the most effective ways and methodologies to deliver training programmes.
ATE.T09	Managing Poor Performance and Performance Development	The programme targets to impart skills in managing & measuring performance in organizations, managing performance & management, annual performance cycle, staff motivation, Balanced Scorecard & Exit of Poor Performers
ATE.T10	Leadership and Management Skills Development	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 the most successful leadership style in the business world
ATE.T11	Talent Acquisition Management and Succession Planning	This programme will give participants the key knowledge and skills to develop effective, integrated talent management, leadership development, employment life-cycle and succession planning strategy for your organisation and come away with practical plans for implementing this in reality
ATE.T12	Design, Develop & Implementation of Human Resources Policies	Participants will be taken through the importance of HR Policies, setting criteria for policies, linking the policies to the strategic objective of the Organisation together with evaluating the HR policies and practices

KEY

DAR ES SALAAM

ARUSHA



MWANZA



TANGA



BAGAMOYO



MOROGORO

**IN-HOUSE TRAININGS:**

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

- Supervisory Development
- Agility on Digital Transformation
- Elimination of Violence and Harassment at the workplace
- Effective Leadership Skills
- Strategic Management
- Corporate Governance
- Developing Human Resources

- HR for non-HR Managers
- Balanced Scorecard
- Customer Care
- Organisation Development
- Culture and Diversity Management at the Workplace
- Customer Service Management
- Planning for Retirement and Entrepreneurship

- Scheme of Services
- Finance For Non Finance Managers
- Self-Management and Leadership Skills
- Disciplinary Handling procedures & Chairing of hearing at the workplace.
- Investigation, handling of evidence & Disciplinary hearing procedures.
- Termination of Employment contracts & its procedures

- Employment contracts handling & contracts
- Handling & Management of Grievances
- Understanding workplace policies
- Negotiation skills for better Industrial Relations
- Freedom of Association and Collective Bargaining Negotiation
- Performance Management handling
- Modern Workplace Technologies

- NB:** 1. The quoted fee is per participant per day
 2. All rates are VAT inclusive
 3. Special discounts: 3 – 4 delegates – 10%
 4. All the above programmes can be tailored to suit your organisation's needs

CALENDAR - 2023

BIG PROGRAMMES

	Duration	Cost Tzs. Members	Cost Tzs. Non-members	Location	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
RELATIONS PROGRAMMES																
Handling fully and	3	700,000	850,000	DSM		22-24										
				Morogoro							26-28					
				Bagamoyo										04-06		
Business to share	5	1,000,000	1,200,000	Morogoro						05-09						
				Tanga											13-17	
				DSM			06-10									
Employment with	3	700,000	850,000	Arusha						21-23						
				Bagamoyo			15-17									
Evidence changes.	2	500,000	650,000	DSM					04-05							
and many	5	1,000,000	1,200,000	Morogoro			20-24								20-24	
ion and	1	300,000	450,000	DSM							20					
ENVIRONMENTAL & OCCUPATIONAL HEALTH & SAFETY																
Repts and	3	700,000	850,000	DSM										18-20		
T PROGRAMMES																
/	3	700,000	850,000	Morogoro					17-19							
				Bagamoyo									06-08			
staff	1	300,000	450,000	DSM				27				17				
rs and today's	3	700,000	850,000	Morogoro						14-16						
				Mwanza									20-22			
nt nization,	5	1,000,000	1,200,000	Morogoro										23-27		
s to the	3	700,000	850,000	Morogoro								23-25				

er programme and covers tuition, course materials, lunches, breakfast and a certificate of participation

5% discount, 5 - 9 delegates - 10% discount, ≥ 9 delegates - 15% discount
ed to a specific organisation as in-house programmes

termination of Employment

ances & Conflict at workplace
s; its importance & liabilities
trial Relations & CBA's
ective Bargaining Agreements

ing and its challenges
for future work

- Managing Millennials and Generation Z at the Workplaces
- Risk Management and internal Controls
- Corporate Governance Master Class
- Company Secretary Practice
- Board Effectiveness composition committees, board packs, meetings, dynamics, evaluation
- Internal Fraud Detection and Prevention
- Economic Governance

- Environmental social and Governance
- Investigation procedures and investigation report writing at the workplace
- Overview on Labour Laws
- Effective Communication Skills
- Performance Management
- Ethics, Integrity, and Accountability
- Mental Health First Aid (MHFA)

For more information contact:

Mobile: **0683 932308, 0682 429292, 0787 080412** or

Tel: **+255-22-2762158/59,**

Email: **training@ate.or.tz, info@ate.or.tz**



ATE Secretariat



PROJECTS & COMMUNICATIONS



Projects



FEMALE FUTURE TANZANIA
Mobilizing Talents



Health & Wellness Support Service



Information, Communications/ PR & Publications

STAY INFORMED!



China Africa Project



ATE Projects & Communications Department is responsible for coordinating a number of projects with our partners, projects that are in alignment with ATE mandate such as the Female Future Programme, Protection of Children's rights at the workplaces, Wellness and Health support services etc. The department coordinates various events such as the Employer of the Year Award (EYA), Annual Leadership Conference (ALC) and is also responsible for communicating ATE services to the public in general.

1. Female Future Programme

The Female Future Programme which is designed to increase the number of women in decision making processes was well implemented and expanded in 2022 to include more women in public and private sector including women members of parliament from Tanzania Mainland and Zanzibar.

(a) Female Future Programme for Women Parliamentarians in Tanzania National Assembly in Dodoma

A total of 150 Women Parliamentarians led by the Speaker of the National Assembly of the URT, Hon. Dr. Ackson Tulia (MP), have been trained and graduated in Mainland. For Tanzania National Assembly, the Graduation Ceremony was held in Dodoma where the Chief Guest was the Minister of State, Prime Minister's Office (Labour, Youth, Employment and Persons with Disabilities), **Hon. Prof. Joyce Ndalichako (MP)**.



(b) Female Future Programme for Women Members of the Zanzibar House of Representative

ATE with ESAMI conducted the Female Future Programme for Women Members of the Zanzibar House of Representatives at Chukwani Zanzibar. The programme had support of the Speaker of the Members of the House of Representatives, **Hon. Zubeir Ali Maulid** and the Deputy Speaker, **Hon. Mgeni Hassan Juma**.

The Women Parliamentarians graduated in September 2022 in Zanzibar and the graduation ceremony was attended by the Speaker, Deputy Speaker, Male Champion for UWAWAZA, the Norwegian Ambassador to Tanzania, **H.E. Elisabeth Jacobsen** and ILO Director, **Mr. Wellington Chibebe**.



(c) Annual Leadership Conference (ALC)

In March 2022, ATE hosted its 4th Annual Leadership Conference (ALC) with a theme “Climate Governance: Equality Today for a Sustainable Tomorrow”. The event was graced by the Speaker of the National Assembly, **Hon. Dr. Tulia Ackson (MP)** representing the Vice President of the United Republic of Tanzania, **Hon. Dr. Philip Mpango**. Dr. Tulia was accompanied by the Minister of State in the Prime Minister’s Office (Labour, Youth, Employment and PWDs), **Prof. Joyce Ndalichako (MP)**. In this event, 43 graduates of Cohort 7 of the Female Future (FF) Program from 23 companies graduated. The event was well attended by the business community, stakeholders, and other dignitaries.





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NMB
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 The bank that listens


Songas

(d) Female Future Programme Cohort 8 Launched

In 2022, ATE launched Cohort 8 of the Female Future Programme with 75 participants from 34 different organizations. Due to value created by the Programme to the participants and their organisations, we have witnessed an increase in the number of participants as well as the companies supporting the Programme. Cohort 8 graduated on 10th March 2023.

**(e) Female Future Programme Cohort 9 Launched**

At the time of writing this Annual Report, ATE is pleased to be running Cohort 9 of 72 participants which was launched in March 2023. Registration for the next Cohort is ongoing.

The following are the companies that have supported their women employees to attend the Cohort 9 of the Female Future Programme: CRDB Bank Plc, Vodacom Tanzania, NMB Bank Plc, Standard Chartered Bank, GGM Limited, TIB Development Bank, ORYX Gas, NBC Bank, TIPER Tanzania, Coca Cola Kwanza, Association of Tanzania Employers (ATE) EFM (Self sponsored), I&M Bank, WENTWORTH Gas, PASS, Fluiconnecti Fanuli, Mkombozi Bank, Kilombero Sugar, TADB, TMRC, Songas, NHC, Stanbic Bank and Merii Creations.



(e) Female Future Network Tanzania

ATE in 2022 formally registered the Female Future Tanzania Network (FFTNTN) with the Registrar of Civil Society and has since continued to grow and hold its meetings and discussions on different topical issues including leadership, wellness, personal and career growth. The Network coordinates different initiatives including CSR, trainings and networking events e.g., in 2022, the network through Cohort

7 joined hands with the then Temeke District Commissioner, **Hon. Jokate Mwegelo** and Kiburugwa Community for a CSR event to clean up a waste dumping area, planted trees and handed over cleaning equipment. This is in line with the Female Future Spirit 'Make Each Other Better' aimed at extending the participants leadership to the community by taking an active role in providing solutions to societal challenges.



The Alumni meet and discuss different matters under the spirit of making each other better

Notably towards the end of the year ATE organized the Network Meeting in Seacliff with more than 50 participants during which the ladies had an opportunity to have conversations on lifestyle and self-care for working women and on becoming and staying financially healthy.

(f) Achievements of the Female Future Programme in Tanzania

The Programme has continued to grow and contributed to the increase of women representation on top management positions and Boards. The Programme has been referred to with many organisations as a strategy to increase gender equality in the workplace and has also increased ATE visibility locally and internationally.



ATE CEO in a panel discussion at the Dubai Expo on the Female Future Programme in Tanzania with Morocco, Norway and Dubai.

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- Easy Data Importation
- Multi-Company Support
- Bonus and Overtime Calculations

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Testimonials

"Listen to what they say"

"This training was very important for women parliamentarians and came at the right time for me, as a minister responsible for gender I made sure I do not miss any session and I really enjoyed the sessions on engendering the budget which made us understand how planning and policies can help to achieve gender equality and our role in ensuring that gender equality is becoming a reality, the programme was delivered by professionals who really showed us what we can do as parliamentarians as well as how to involve others including decision makers and fellow women to achieve gender equality through policies and budgeting." Hon. Dr. Dorothy Gwajima (MP), Minister of Community Development, Gender and Children.

Hon. Dr. Dorothy Gwajima (MP), Minister of Community Development, Gender and Children.



"...This training has gone beyond our expectations, it was great to hear of how women have been leading from time immemorial but also the practicability of the training, we wish we had more time for the training..."

Hon. Saada Salum Mkuya- Chairperson of UWAWAZA



"We see the programme directly impacting on female employee getting to leadership in and beyond. Has contributed to succession planning ie. manager for governance - if she had not gone for FFP she would not have gotten it"

Simon Shayo- Vice President Sustainability (Tanzania & Ghana) Geita Gold Mining Ltd



"FFP has been very relevant. Since it started, we have increased number of female employees taking on senior positions, have number of Heads of Departments, in HR 4 Heads are all graduates of FF. We have seen increase of confidence of FFP participants especially when exposed to the Board. The Boards now appreciates the solid base on women leadership and showcases them in front of the Board."

Godfrey Rutasingwa - Director of Human Resources at CRDB Bank Plc

2. Wellness and Health support Service

ATE as the Private Sector Coordinator on Wellness and HIV/AIDS has continued to educate for a safety workplace by providing advice and coordinate value added activities with employers in collaboration with other partners such as ILO, TUCTA, TACAIDS, and OSHA to implement wellness and health-related activities at workplaces.

In 2022, ATE managed to support employers in designing workplace wellness programs, Developing HIV and Health workplaces policies as well as conducting health screening and HIV testing at work through the VCT@Work Initiative and introduced ATE Football Club styled as Employers' FC organized and played friendly matches with NSSF, TUCTA & TOYOTA. named

(a) Waajiri Health Bonanza

For the first time, ATE launched and hosted *Waajiri Health Bonanza*, under the Wellness and HIV/AIDS

Programme which aims at promoting wellness at workplace through several activities such as sports and conversation on wellness.

In 2022 the Bonanza was launched at the leaders' club under the theme "A healthy Workforce is an investment: Join the Pace" and honored by the Minister of State in the Prime Minister's Office-LYED, **Hon. Prof. Joyce Ndalichako (MP)**. Waajiri Health Bonanza will be an Annual Event for Employers in Tanzania.

(b) Commemoration of OSH Day 2022

The Association of Tanzania Employers as a tripartite partner with the Government & TUCTA took part in celebrating International Safety Day in Dodoma. The theme for 2022 was "Act Together to Build a Positive, Safety and Health Culture" and the Chief Guest was the Minister responsible for Employment & Labour, **Hon. Prof. Joyce Ndalichako (MP)**.



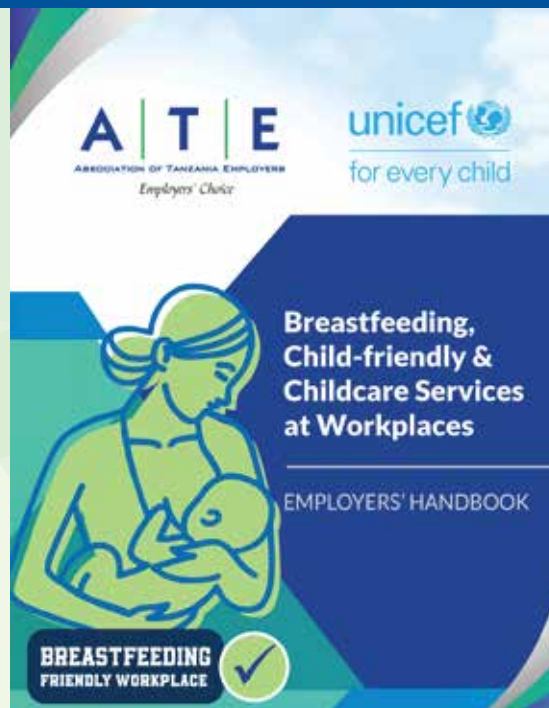
3. ATE and UNICEF Collaboration in 2022

The Association of Tanzania Employers (ATE) in collaboration with UNICEF developed the Employers' Handbook on "Breastfeeding, Child-friendly & Childcare Services at Workplaces." The Handbook is a guide to support employers towards family friendly workplaces initiatives.

The Employers' Handbook on Breastfeeding and Childcare Services stresses on extended maternity/ paternity leaves, installation of breastfeeding facilities at workplaces, awareness among employers & employees as well as the promotion of co-responsibility on parenting and gender equality as these are the significant elements to be incorporated into a company's policies.

CEO's Dialogue on Children's Rights & Business Principles (CRBPs)

ATE in collaboration with UDDB and UNICEF hosted a CEOs Dialogue Dinner on Children's Rights & Business Principles (CRBPs) at Serena Hotel, Dar es Salaam. The purpose of this dialogue was to share understanding, experience and best practices on the Children's Rights & Business Principles Framework in relevance to the business sector. Different CEOs from member organisations signed the Declaration Plaque at this event as a sign to making a commitment in protecting Children's Rights through their businesses.



4. Employer of the Year Award (EYA) 2022



In 2022, ATE ended the year by hosting the Employer of the Year Award (EYA) at Mlimani City Conference, Dar es Salaam. The event was graced by the Vice President of the United Republic of Tanzania, **H.E. Dr. Philip Isidor Mpango**. EYA's main objective is to recognize and award the employers with best practices in Business and Human Resources Management, who do business in compliance with the labour standards (Responsible Business Conducts). The Minister of State in the Prime Ministers Office, Labour, Youth, Employment and Persons with Disabilities, **Hon. Prof. Joyce Lazaro Ndalichako (MP)** accompanied the Vice President on this event.

Among the 4 Awarded Criteria ATE introduced are Best Employer in Gender Equality and Equity, Managing during crisis, Compliance with Regulatory requirement also Climate Change and Environment Management.



OVERALL AWARD Winner - **NMB Bank Plc**



1st Runner Up - **Tanzania Breweries Limited**



2nd Runner Up - **Geita Gold Mining Limited**





AWARD CATEGORIES

1. OVERALL AWARD

Winner -

NMB Bank Plc

1st Runner Up

Tanzania Breweries Limited

2nd Runner Up -

Geita Gold Mining Limited**2. PRIVATE SECTOR AWARD**

Winner

NMB Bank Plc

1st Runner Up

Tanzania Breweries Limited

2nd Runner Up

Geita Gold Mining Limited**3. PUBLIC SECTOR AWARD**

Winner

Tanzania Ports Authority (TPA)

1st Runner Up

Tanzania Civil Aviation Authority (TCAA)

2nd Runner Up

TTCL**4. LOCAL EMPLOYER AWARD**

Winner

CRDB Bank Plc

1st Runner Up

EXIM Bank Limited

2nd Runner Up

Mo Assurance**5. NGO EMPLOYER AWARD**

Winner

BRAC Tanzania

1st Runner Up

CCBRT

2nd Runner Up

World Wide for Nature Tanzania (WWF)**6. SIZE BASED AWARD**

Best Small Organisation

MO Assurance

Best Medium Organisation

Mohammed Enterprises Bajaji

Best Large

NMB Bank Plc**7. LOCAL CONTENT AWARD**

Winner

Serengeti Breweries Ltd (SBL)

1st Runner Up

TPC Limited

2nd Runner Up

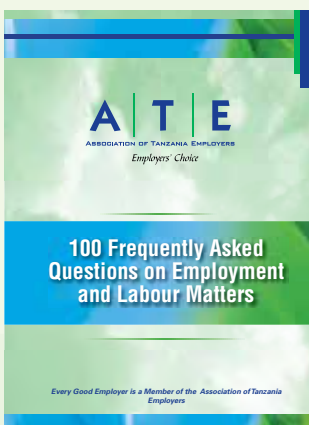
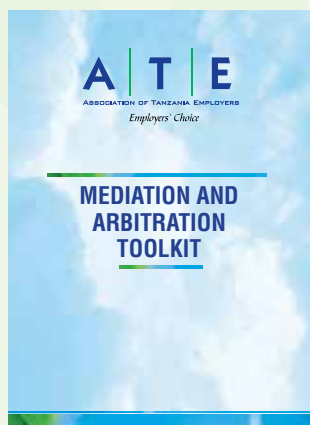
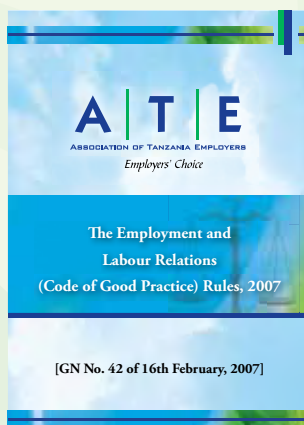
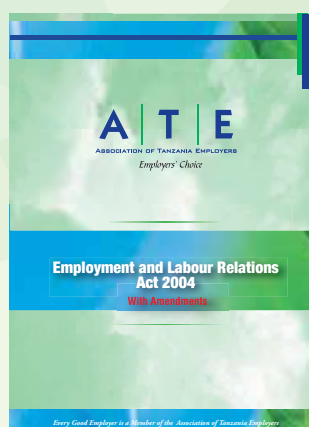
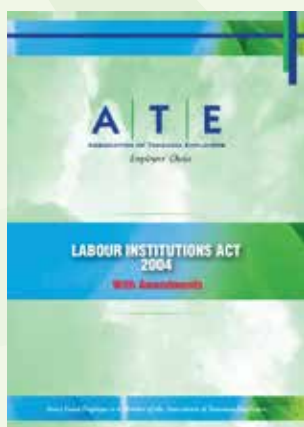
Kilombero Sugar Limited

CRITERIA AWARDS

1. Governance and Leadership**TCC Plc****2. Human Resources Management Excellence****Cocacola Company Limited****3. Managing Diversity & Inclusion****CCBRT****4. Talent Management & Development****Vodacom Tanzania Plc****5. Quality, Productivity & Innovation****Puma Energy Tanzania****6. Corporate Social Responsibility****Geita Gold Mining Limited****7. Employees Engagement****TPC Limited****8. Performance Management****Exim Bank Limited****9. Apprenticeship & Internship****Kilombero Sugar Ltd****10. Local Content****Serengeti Breweries Limited****11. Gender Equality & Equity****Mwananchi Communication Ltd****12. Compliance with Regulatory Requirement****Alliance Tobacco****13. Managing During Crisis****ABSA Bank Tanzania****14. Climate Change and Environment Management****World Wide Fund for Nature Tanzania (WWF)**

5. Communications & Information Services

As the voice of employers, ATE has the duty to communicate to its members on information that are value added. ATE uses different communication channels to communicate with its members including emails, bulk messages, WhatsApp groups and shared newsletters, monthly policy articles, labor Updates, Circulars, Guidelines, e-magazines, etc.



You may access all this information through our website www.ate.or.tz our social media platforms such as



[@ATE_Tanzania](https://twitter.com/ATE_Tanzania)



[Association of Tanzania Employers](https://www.facebook.com/AssociationofTanzaniaEmployers)



[ate_tanzania](https://www.instagram.com/ate_tanzania)

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FINANCE & ADMINISTRATION





The key role of this portfolio is to ensure that there is proper Financial Management, handling of Administrative Matters of the Association and to ensure that the Association maintains its Accounts and Financial Reporting in accordance with International Public Sector Accounting Standards (IPSAS) and ATE Financial Rules & Regulations.

The year 2022 was been a wonderful year for the Association financially as various efforts were made to increase revenue and manage operating expenditure which led to a significant surplus as compared to previous years. The Audit and Risk Committee has been very helpful in making ATE sustainable.

Embracing technology into our operations contributed to a reduction in costs of operations. Below is a summary highlights of 2022 financials:

- In 2021, the Association realized a total income of **TZS 3.405 billion** as compared to **TZS 2.484 billion** earned during the previous year 2021.

- The total grant income from development partners for the year was **TZS 1.247 billion** as compared to **TZS 856 million** in the previous year.
- Total expenditure for the year was **TZS 3.132 billion** compared to **TZS 2.318 billion** in the year before. The net result for the year was a surplus of **TZS 273 million** as compared to a surplus of **TZS 166 million** in the previous year.

The following pages contains Extracts of Audited Accounts of the Association of Tanzania Employers as of 31st December 2022.

EXTRACTS OF FINANCIAL REPORT

DECLARATION OF THE HEAD OF FINANCE

The National Board of Accountants and Auditors (NBAA), according to the power conferred under the Auditors and Accountants (Registration) Act. No 33 of 1972, as amended by Act no 2 of 1995, requires the Financial Statements to be accompanied with a declaration issued by the Head of Finance responsible for the preparation of Financial Statements of the Association of Tanzania Employers (ATE).

It is the duty of professional accountant to assist the Management Board and Management to discharge the responsibility of preparing Financial Statements of the Association of Tanzania Employers (ATE) showing true and fair view of the entity's position and performance in accordance with applicable International Accounting Standards and statutory financial reporting requirements. Full legal responsibility for the preparation of Financial Statements rests with the Management Board as set out in the Statement of responsibility by those charged with governance in the earlier page.

Responsibility statement

I **Emmanuel R. Ikongwe** being the Chief Financial Officer of the Association of Tanzania Employers (ATE) hereby, acknowledge my responsibility of ensuring that the financial statement for the year ended 31 December 2022 have been prepared in compliance with applicable Accounting Standards and Statutory Requirements.

I thus confirm that the Financial Statements give a true and fair view position of the Association of Tanzania Employers (ATE) as on that date and that they have been prepared based on properly maintained financial records.

Signed by:

Name: **Emmanuel R. Ikongwe**

Signature:

Position: **Chief Financial Officer**
NBAA Membership No: **6824**

Date: 05/06/2023





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Management Board
Association of Tanzania Employers (ATE)
P O Box 19111
Dar es Salaam
Tanzania

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASSOCIATION OF TANZANIA EMPLOYERS (ATE)

Report on the audit of the Financial Statements

Opinion

We have audited the Financial Statements of the Association of Tanzania Employers (ATE) which comprise the statement of financial position as at 31 December 2022, statement of profit or loss and other comprehensive income, statement of cash flows, and statement of changes in equity for the year ended 31 December 2022 and summary of significant accounting policies as well as other explanatory notes.

In our opinion, the accompanying Financial Statements present fairly, in all material respects, the financial position of the Association of Tanzania Employers (ATE) as at 31 December 2022, and its Financial Performance and its Cash Flows for the Year then ended in accordance with International Public Sector Accounting Standards (IPSAS) and the requirements of the law.

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 United Republic of 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.

Other Information included in the Financial Statements

The other information comprises the Those Charged with Governance's Report, Statement of Those Charged with Governance's Responsibilities and Declaration of the Head of Finance. The other information does not include the Financial Statements and our auditor's report thereon. The Directors are responsible for the other information.

Our opinion on the Financial Statements does not cover the other information and we do not express any form of assurance thereon.

Relating to our audit of the Financial Statements, our responsibility is to read the other information and, in doing so, consider whether other information is materially inconsistent with Financial Statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report.

Responsibilities of Directors for the Financial Statements

Directors are responsible for the preparation and fair presentation of the Financial Statements in accordance with International Public Sector Accounting Standards (IPSAS) and requirements of the law, and for such internal control as management determines is necessary to enable the preparation of Financial Statements that are free from material misstatement, whether due to fraud or error.

In preparing the Financial Statements, Directors are responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Directors either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

The Directors are responsible for overseeing the Association's financial reporting process.

Auditor's responsibilities for the audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial Statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We are also:

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

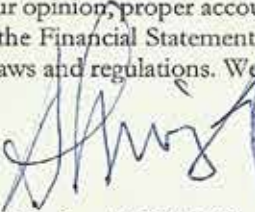
We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the Financial Statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

In our opinion, proper accounting records have been kept by Association of Tanzania Employers (ATE) and the Financial Statements are in agreement with the accounting records and are in compliance with the laws and regulations. We have no matter to report.


Abel Minja – ACPA 2578
For and on behalf of;
EVK Certified Public Accountants
Dar es Salaam



Date: 5-6-2023

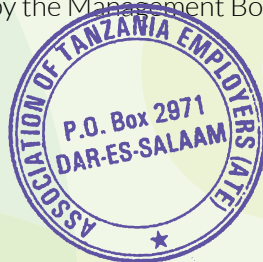
STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEAR ENDED 31 DECEMBER 2022

		2022	2021
INCOME	Notes	TZS	TZS
Income From Exchange Transaction			
Training & Seminars		410,698,078	371,799,754
Consultancy & Legal		355,681,246	293,731,394
Female Future Programme		509,639,968	291,584,148
Employer of the Year Award		226,750,000	-
Income From Non-Exchange Transaction			
Membership Subscription		644,893,750	653,347,520
Other Income		11,019,022	17,981,513
Grants	4	<u>1,247,131,308</u>	<u>856,081,641</u>
Total Income		<u>3,405,813,371</u>	<u>2,484,525,970</u>
Expenditure			
Staff Costs	5	916,581,436	1,160,268,672
Training & Seminar	6	169,586,744	141,711,857
Consultancy & Legal	7	62,855,600	40,264,409
Employer of the Year Award	8	191,224,954	-
Female Future Programme	9	392,289,337	158,394,445
Grants	10	1,247,131,308	677,030,865
Other Operating		54,914,957	108,391,354
Depreciation	11	<u>97,987,496</u>	<u>32,351,718</u>
Total Expenditure		<u>3,132,571,831</u>	<u>2,318,413,320</u>
Surplus		<u>273,241,540</u>	<u>166,112,650</u>

The Associating notes on pages 23 to 40 form an integral part of these Financial Statements. The Financial Statements on pages 18 to 40 were approved by the Management Board and were signed on its behalf by;

Ms Jayne Nyimbo
Chairperson



Date... 05/06/2023

CPA Eric Sambu
ARC Chairperson



► Making complex work feel simple ◀

Here's how **Straight2Bank NextGen** can simplify your needs

- Faster and more secure
- Invoice Financing
- Bulk upload e.g. payroll transactions
- Payments and collections
- FX Request for quotes



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