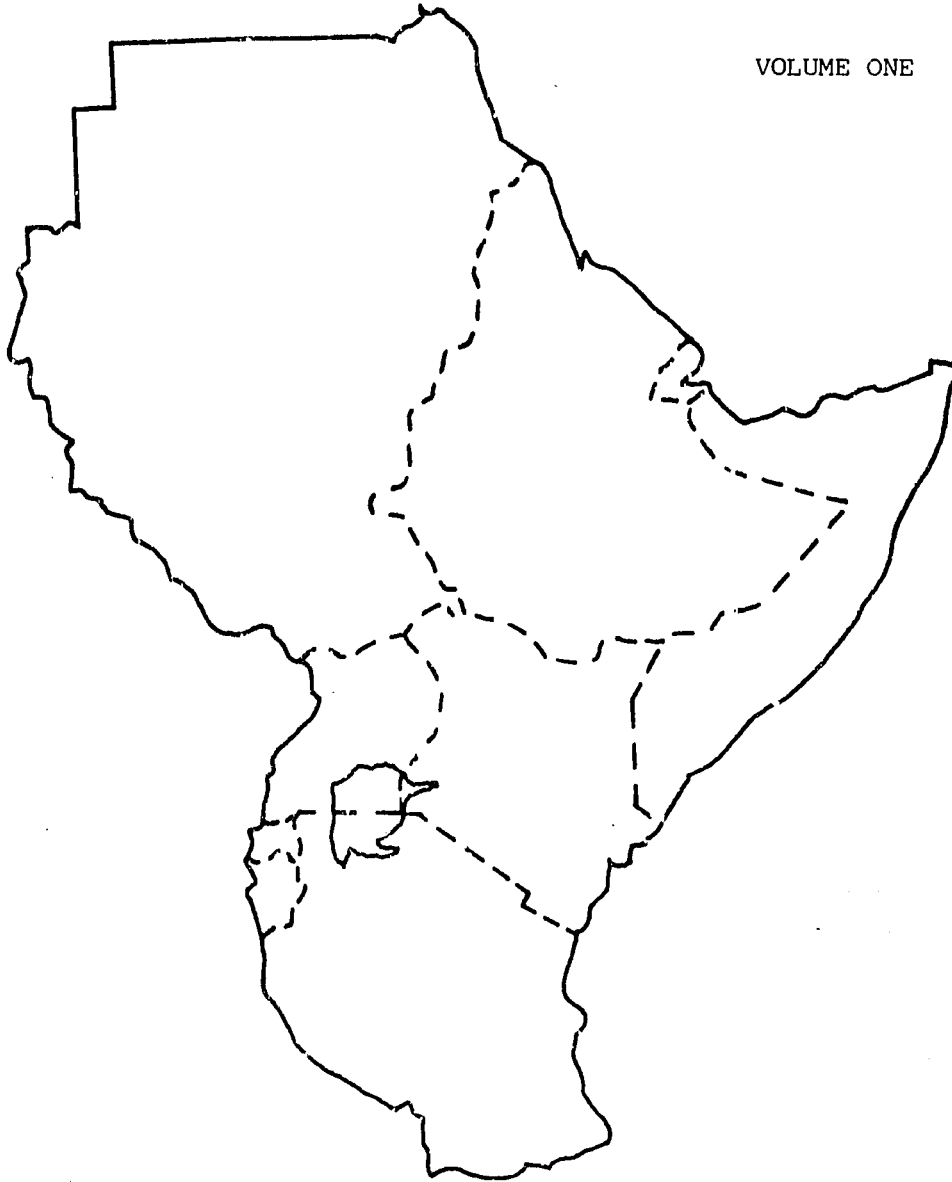


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PARASTATALS IN EAST AFRICA:

A PRELIMINARY ANALYSIS

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PREFACE

The role of parastatals in development in East Africa is an issue which has been the subject of much recent discussion but only a modest amount of detailed study. This draft document hardly alters that picture. It does attempt to set out some of the facts about parastatals, to present some of the insights from the studies that have been made and to prepare a foundation for detailed analysis of particular individual or sets of parastatals.

This is a report of work in progress and our East African collaborators M. Khogali (Sudan), A. Hussein (Somalia), M. Kihu (Kenya) and M. Mujwahuzi (Tanzania) have helped considerably by individual county data gathering and analysis. In Section 2 and 3 of this report we have summarized and quoted extensively from the very small number of basic documents on parastatals in the region. We wish to point out the importance of the work of Bates and Loftchie (1980), J. Weston (1981) and various World Bank publications for our contemporary analysis of this topic.

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1. INTRODUCTION

A major policy thrust of the current administration in Washington has been an attempt to remove the burden of government intervention from the private enterprise system. It has been argued that the market, unencumbered with artificial constraints and restrictions, will be generally more effective in responding efficiently to society's wants and needs than any centrally controlled system. Government intervention in the market, while invariably well intentioned, is seen as creating significant distortions in incentives, thus creating serious unanticipated side effects, particularly reduced efficiency.

It is not surprising that this same questioning of government intervention is also being applied to the rather refractory problem of economic development of the third world. The development community is now engaged in what some consider to be a long overdue critical examination of the role private enterprise can and should play in international development. An integral part of this examination is a systematic evaluation of governmental activities of both host and donor to see how they may help or hinder the growth and development of private enterprise. While policy recommendations may be tempered by political considerations, they are now more strongly influenced by free market models than has been the case in recent years.

When one looks at the economic structure of the East African countries, one is struck by the role played by parastatals. In comparison with the U.S. a much greater fraction of the modern sector economic activity is generated by or flows through East African parastatals. Even in Kenya, which is thought of

as a basically market oriented economy, the parastatals play a critical role. Any study of government involvement in East African markets must then be vitally concerned with parastatals, particularly since they are heavily represented in export and industrial activities, two extremely critical areas in development.

In order to evaluate the performance of the parastatals, one must first have a sense of what is to be expected of them. The industrialized countries have had a number of different roles for their own parastatals. It is possible to identify three broad strategies to improve economic performance through governmental ownership. The first is the yardstick approach. Under it, only part of an industry's capacity is government owned. The cost and pricing performance of that segment is held out as a standard for evaluating the comparative performance of privately owned producers. A good example, the Tennessee Valley Authority (T.V.A.) may be found in the U.S.A. The TVA is the largest U.S. electrical utility, whose exceptionally low costs presented a challenge for private utilities, and which demonstrated to traditionally conservative private firms the advantages of probing the lower reaches of consumer demand curves by reducing prices. It may be worth mentioning here that TVA's low costs have been criticized by private power interests because the authority obtains its capital at favorable interest rates, pays no income taxes, and enjoys special cost advantages from using dams built for navigation and conservation purposes (Moore, 1967).

A second strategy, also recognizing only partial government ownership, is to have government enterprises pursue aggressive policies calculated to compel desired behavioral changes on the part of private operators. This is essentially a second-best approach. Given the market position of the private producers and their probable responses to alternative public enterprise price and output choices, the public firms adopt the pricing policy that induces the most favorable attainable overall industry performance. For example, the government-owned Renault Company is said to have had a beneficial impact on the French automobile industry's performance by leading the way to low-cost compact car lines in a calculated attempt to facilitate automobile ownership by citizens occupying lower income strata (Sheehan, 1960, p. 223). But such government directed companies, in order to avoid complaints about subsidization and to prove their managerial mettle, may be anxious to show a profit, and vigorous competition could frustrate that ambition, (for example, with downward price wars).

The third main strategy is that of an almost total government or public monopoly. A spectrum of operating philosophies can be identified. At one extreme is the classic Soviet approach, under which detailed output plans are assigned to each operating unit by central planners. Another approach is the one conceived by "market socialists" during the 1920s and 1930s, under which prices are set by central planners to reflect supply and demand conditions, and their individual enterprise managers expand the output of their products until marginal cost--which is not easy to measure--falls into quality with price. This, if the calculations are done correctly, was thought to

artificially create the efficiencies of the market system while allowing the central planners to avoid problems of market failure.

One would expect that the governments of developing countries would have different or additional roles for parastatals to play. While this is no doubt true, a central problem is the general lack of clear governmental policy statements with respect to parastatals. Killick (1981, p. 14) observes that "the state's objectives are rarely articulated with much precision".

Even in those situations where the government or someone else spells out a set of objectives, they are often specific to only one type of parastatal. What may make sense for the Coffee Marketing Board may be quite inappropriate for the Water Resources Authority.

Compounding the problem of role identification for the East African parastatals is their prominence as general policy instruments for the government. Many of the opportunities for influencing behavior through the tax and legal system that developed countries have are either not available or ineffective in developing countries. The parastatals are thus very tempting vehicles for the furtherance of policy objectives that may have little obvious connection with the activity of the enterprise itself. Bates (1981) unravels a good deal of the "hidden" policy agenda as it relates to agriculture in Africa.

To get a clearer sense of the role of parastatals in East Africa, a brief review of their history is useful. This is provided in Section 2 which contains a number of excerpts from various documents. Section 3 briefly

introduces a classification of East African parastatals and then returns in more detail to the issue of performance. Finally, Section 4 considers various recommendations to improve or reform the parastatal sector.

2. HISTORICAL CIRCUMSTANCES FOR THE CREATION OF PARASTATALS IN EAST AFRICA

This section presents the historical background mainly for two types of parastatal, the agricultural parastatal in Kenya and the industrial parastatal in Tanzania. W.O. Jones (1980) has summarized the Kenya situation and J. Wilson (1981) has performed a similar role for Tanzania. Excerpts from these two works and from the World Bank document "Economic Memorandum on Tanzania" provide an illustration of East African parastatal evolution and roles.

In relation to East African parastatals a World Bank report states:

"The parastatal sector grew rapidly after independence. Before then, African participation in the modern private sector, especially industry, was very rare. Following independence, change took two main forms: nationalization of existing enterprises, which were almost invariably foreign owned, and investment of a very substantial share of government resources in parastatal enterprises in transport, public utilities, and manufacturing. The hope was that these public enterprises would be self-financing, rapidly expanding institutions. They would not only generate surplus for additional investment, but could also play an important role in modernization by developing skilled labor and enhancing managerial capacity." (World Bank, 1980, p. 37)

Kenya

The history of parastatals in Kenya dates back to the pre-independence days. "In the 1950s, farm products accounted for by far the greater part of the commodity exports of most tropical African countries..." (Jones, 1980). The following excerpts from Jones (1980) outline the Kenyan situation:

"In East Africa, the country buyers were most likely to be East Indians, licensed by the state and frequently financed by savings they had brought with them or accumulated in Africa. European farmers who grew export crops tended to sell in large enough quantities so that it paid them to deliver their produce directly to the exporter. In Kenya almost all export crops were grown by Europeans... By 1955 the internal marketing of export crops in almost every country was the legal monopoly of a state, parastatal, or private organization. One of the consequences of the Great Depression of the 1930s seems to have been an increasing inclination to invoke governmental intervention in marketing and distribution. The bulk buying and control measures made necessary by World War II provided the vehicles for such intervention, and in most instances they were transmuted into marketing boards, marketing cooperatives, and licensed buying and selling agencies... Wartime arrangements were too convenient to be dismantled.

"Marketing boards flourished throughout British tropical Africa, but they found their most fertile soil in Kenya where there were no less than 27 at the time of independence, with legal control over almost everything that was grown for sale. Some of these organizations had essentially regulatory functions such as setting grading standards, fixing tax rates, and determining production quotas; others engaged in processing and marketing; and some were primarily concerned with development.

"The first board came into being in 1933 when European coffee planters, with official sanction, formed the Coffee Board (production of coffee by Africans was discouraged at this time). The Coffee Board was able to hold its first successful auction in Kenya in 1935. L.H. Brown, who served as deputy director of agriculture and chief agronomist just before independence, notes that neighboring East African countries undoubtedly also benefited by Kenya's success in attracting coffee buyers to East Africa. The Coffee Board was concerned with production as well as with marketing, and when a Coffee Marketing Board was organized after World War II, the original board devoted its attention exclusively to production.

"The original Kenya boards were cartel-like organizations, and were set up to handle the products of European-owned farms, including sisal, pyrethrum, flax, and pigs. Eight boards were operating when World War II ended all but one of this type. The exception was maize and production control, which had been brought into being under a World War II defense regulation and to which most grains, pulses, and oil-seed crops had to be sold. In 1950 it became the Maize and Produce Control Board and eventually the Maize Marketing Board, empowered to buy and sell all maize, legumes (mostly dried beans), and oil seeds that were marketed. The board was principally concerned, however, with

maize. Wheat, almost exclusively a European crop, was under the general supervision of the Wheat Board.

"In 1966 all marketing of maize, rice, and wheat was strictly controlled, in law if not in fact, from producer to consumer. A farmer could sell maize legally only to consumers and licensed buying agents of the Maize Board and could transport maize only within the boundaries of his farm or by the shortest route to a buying agent. Prices were set by law for each level of the system and each location.

"Although the Kenya Maize Board was a direct descendant of the wartime maize control, agitation for such a board had begun long before the war. The worldwide collapse of farm prices that occurred in 1930 had placed many Kenyan white farmers in very serious difficulties. Most had financed the development of their farms with borrowed capital, relying on the sale of maize and various other crops grown for export to meet their obligations. Cartelized control of domestic maize prices would have been difficult to achieve because of the large number of black farmers who also grew maize for sale. The Kenya Farmers association, which represented the Europeans, called for state control of maize marketing with a high domestic price and a competitive export price. This proposal was turned down, but restrictive licensing laws, apparently intended to reduce the number of traders, were adopted in 1935. There is some indication that one of the objectives was to reduce the influence of Indian merchants.

"The most popular argument in support of government monopoly of maize sales in the 1950s was that the country dare not trust to African farmers for its supply of basic foodstuffs. Marvin Miracle, in a vigorous criticism of the concept and performance of the Kenya Maize Board that was published in 1959, quotes from sessional paper no. 6 of 1957/58 on The Maize Industry:

'In order to feed the colony's African labor force together with their families...it would be most imprudent to rely solely on deliveries by peasant growers. African farmers in Kenya plant maize primarily for subsistence and only secondarily for cash...The surplus available for delivery...is liable to fluctuate widely...according to weather...Deliveries are even less dependable (in Uganda and Tanganyika).'

"The paper concluded that 'farmers in the Scheduled Areas,' that is, European farmers, were the only reliable domestic source of supply, and that these supplies would not be forthcoming unless prices were guaranteed.

"In a reply to Miracle's article, the chairman and general manager of the Kenya Maize Marketing Board, A.A. Haller, extended the proposition about the nature of African maize sales that was set forth in the sessional paper. In the course of his rejoinder, however, he also revealed that the internal guaranteed price at that time was slightly more than double the price the grower would receive if he sold on the world market. This strongly suggests that the task of feeding the colony's African labor force and their dependents might have been done at considerably lower cost and equal certainty by relying on African farmers and the world market instead of on subsidized European farmers. It is rather remarkable that this marketing system, designed to increase the incomes of European farmers, has been continued up to the present.

"But if marketing boards for domestically consumed commodities seemed to fall into disfavor from time to time, marketing boards for export crops did not, and they still dominate agricultural exports in all of the former British territories. After World War II, agricultural marketing cooperatives also had a considerable vogue in most of the tropical African countries. In the British territories they were principally adjuncts to the marketing boards.

"For various commodities, the governments encouraged African farmers to organize marketing cooperatives that sold directly to the boards, thus displacing private merchants at all levels of the trade. (European farmers organized marketing cooperatives too, but not often at the urging of the government.) Between 1945 and 1960 the number of registered societies in Kenya increased from 25 to 625, of which 597 were African. In Uganda a postwar ordinance established a Department of Co-operative Development, and a tremendous expansion of registered cooperatives ensued, with 1,468 primary societies by 1960. In that year 22 percent of the seed cotton and 25 percent of the coffee crop was marketed through cooperatives.

"It is not clear how much of this growth resulted from the greater marketing efficiency of the cooperatives and how much from government persuasion and coercion. The transfer of cotton gins from private to cooperative ownership illustrates the complexity of the situation. While the cotton trade was still in private hands, the government, as part of its restrictive licensing policy, had set up a zoning system for cotton gins that rather effectively eliminated competition among them, thus assuring each ginner a legal monopoly over his supply area and a comfortable monopoly profit. It is not too surprising, then, that cooperatives reacted with enthusiasm when the government took legal powers enabling it to transfer gins at will from private to cooperative ownership and stood ready to loan the cooperative two-thirds of the purchase price.

"Cooperatives are a particularly convenient device for marketing boards because they usually do not pay farmers the full value of their crop until the season has ended and all stocks have been sold. (Cooperatives are also notoriously slow to pay, even on the first installment.) In this way a substantial part of the cost of financing the transport, cleaning, storage, and marketing of the crop is borne by farmers instead of by the merchants, that is, by the boards." (Jones, 1980, p. 23-29)

At independence (1963), Kenya inherited a framework of parastatals especially in the Agricultural Sector. After independence,

"two forces have shaped the government's objectives in making public investments; firstly there is a growing demand by the emerging indigenous capitalist class for a more effective share of the manufacturing sector - and the state provides a very powerful and rich ally in that struggle; secondly, foreign capital has often encouraged public participation in their investments because not only does state finance and fiscal power significantly reduce the risk inherent in any investment activity, but also such participation is a painless way of accepting a degree of africanization. As a result of these two commercial forces it has been said that the various parastatal investment organizations stress the objective of profitability, via controlled prices and import protection, to the detriment of distributional consideration and allocative efficiency." (Wilson, 1981, p. 63)

Today there are approximately more than 147 parastatals in Kenya, (see Table 2 of Section III below), with 20% of them relating to industry and commerce; 23.8% relating to agriculture; and 56.5% relating to other sectors.

Tanzania

The following excerpts from Wilson (1981) illustrate the Tanzanian situation:

"In Tanzania it would appear that no such narrow sectional interests guided their change of policy in the mid sixties to a more radical form of state involvement. Before independence all control of the marketing of maize, sorghum, manioc, paddy rice, beans, and wheat had been ended by 1957, only to be restored after independence.

"From independence in 1961 until the adoption of the development strategy outlined in the Arusha Declaration in 1967, Tanzania followed a similar industrialization path to that of Kenya and Uganda. In the first Five Year Plan the role of public investment was defined as merely supportive to local and foreign private investment. The government offered the usual range of tax and depreciation incentives, restricting its own direct investments to agriculture and infrastructural services.

"However, the government became increasingly disappointed with both the level and type of private investment occurring within the country and the economic benefits derived from its international trading associations. This disillusionment coupled with a strong widely based political party resulted in the radical policy shift outlined in the Arusha Declaration of 1967 which stressed the two central principles of 'Socialism' and 'Self-reliance'. The policy of socialism entailed that the major means of production would be brought under state control in order to facilitate central planning and to prevent the exploitation of man by man, whilst the policy of self-reliance stressed the importance of employing local skills and resources to meet local needs as opposed to being dependent upon foreign goods produced with foreign capital and technology. Thus the change of policy was made on political/ideological grounds as well as being a response to purely economic objectives.

"As M.A. Bienefeld comments, '...from 1967 onwards the Tanzanian states objectives were restated so as to give a greater than usual weight to equity and to political stability not based on overt repression. At the same time it was announced that the achievement of its objectives, thus restated, would require a significant shift away from the reliance on private capital acting on the basis of market signals, and towards a more direct social (state) control of resources in the context of socially/politically determined priorities'.

"The immediate result of the Arusha Declaration was the nationalization of eight milling firms, the compulsory acquisition of up to 60% of the shares in seven industrial firms involved in the manufacture of beer, cigarettes, cement, metal box and shoes,

plus a little later nationalization of 60% of the sisal industry. The National Development Corporation (NDC) was given control of these public investments and encouraged to establish new state enterprises which would be either wholly government financed (e.g., Friendship Textile Mill) or in partnership with private firms (e.g., Mwanza Textile Mill).

"In the longer term the importance which the government attached to this new policy in terms of invested resources and the anticipated output and employment benefits can be seen from Table 1.

Table 1

Planned Allocation of Projects by Ownership Pattern

1969-74 in Percentages

<u>Ownership Pattern</u>	<u>No. of Projects</u>	<u>Investment</u>	<u>Output</u>	<u>Employment</u>
Parastatals	43	84	79	77
Workers & Cooperatives	21	4	5	7
Private	36	12	16	16

Source: Government of Tanzania. Second Five Year Plan for Economic and Social Development 1969-74.

"As a paper prepared by the staff at the Economic Research Bureau of the University of Dar es Salaam comments, it is '...notable that for the first time a plan document contained arguments explicitly in favour of the expansion of public ownership because:

- a) it will be possible to create a genuine Tanzanian industrial 'know-how' faster than under conditions of unrestricted private investment;
- b) it will be possible to pursue a more effective industrial strategy;
- c) the profits made in industry will be reinvested in Tanzania'.

"In addition to these initial objectives the government went on in the Third Five Year Plan (1975-80) to stress the importance of - (i) establishing industries which cater for the basic needs of the majority of Tanzanians, and (ii) giving priority to the

"core" industries (such as iron and steel, metalworking and engineering, chemicals, etc.) that supply the inputs to a large number of other industries. That is, emphasis was placed on pushing the import substitution policies backward toward the capital goods producing sector, but bearing in mind that the productive capacity of the country should relate above all to the basic demands of the people." (Wilson, 1981, p. 63)

Today there are more than 160 parastatals in Tanzania, (although other counts suggest more than 300) (see Table 2 of Section III below), with 52% of these relating to industry and commerce; 21.5% relating to agriculture; and 26.4% relating to other sectors.

Somalia

Similar paths have been followed in Somalia. Before 1969 there were only the following 15 parastatals:

- 1) Somali National Bank
- 2) E.T.A.A. (Tourism & Hotel Agency, abolished later)
- 3) Somali Port Authority
- 4) ENC (National Trading Agency)
- 5) National Aid & Welfare Agency (no longer in existence)
- 6) Somali Airlines
- 7) Milk Factory
- 8) Somalita (no longer in existence)
- 9) Livestock Development Agency (LDA)
- 10) Sugar Factory Jowhar
- 11) National Housing Agency (Somali construction)
- 12) National Grain Marketing Organization (abolished later)
- 13) C.A.S.S. (National Health Insurance)
- 14) Kismayu Meat Factory
- 15) Fish Factory at Laskorey (see Annex 6.2)

Today there are more than 53 parastatals in Somalia (see Table 2 of Section III below); with, 57% of them relating to industry and commerce; 22.6%

relating to agriculture; and 21% relating to other sectors. According to a report, "three parastatals have been abolished today: the Livestock Development Agency (LDA)--especially its buying and selling functions--, the Cloth and Utensils Agency, and the Construction and Building Materials Agency. The Agriculture Development Agency has been reformed in order to stimulate production and exports." (see Annex 6.2)

3. THE PERFORMANCE OF PARASTATALS IN EAST AFRICA

As the previous chapter made clear, the history of parastatals in East Africa has been characterized by rapid growth after independence and a wide range of types of enterprise included under the general heading. To help make sense of the performance of such a disparate group of parastatals, it is useful to classify them into a smaller number of categories. Table 2 lists the number of parastatals in each of three countries falling into five different categories. In a number of cases an individual parastatal's activities span more than one category. In such cases an attempt was made to classify it under its primary function. The miscellaneous category includes functions such as education, health, tourism and social services.

TABLE 1
A CLASSIFICATION OF PARASTATALS

CATEGORY	RELATED TO:	NUMBER OF PARASTATALS		
		KENYA	TANZANIA	SOMALIA
I	FINANCE	17	10	5
II	AGRICULTURE	35	35	12
III	INDUSTRY & COMMERCE	29	85	30
IV	DEVELOPMENT	11	4	2
V	MISCELLANEOUS	55	29	4
TOTAL		147	163	53

Of the five categories of parastatal, two--agriculture, and industry and commerce--have drawn the most criticism. Agriculture is the dominant element in export earnings for all of East Africa while industry and commerce are the obvious centerpiece of a transition to a more developed economy. In addition, both categories appear to have some obvious problems that can be traced to their structure as well as the potential for at least partial replacement with private enterprise. The other three categories are less obvious candidates for "privatization". The Central Bank and National Library Service are likely to have heavy government involvement in any economy. Private enterprise substitutes are not readily apparent.

Before turning to a consideration of the special problems and opportunities of the agricultural and industrial parastatals some consideration should be given to an assessment of the performance of parastatals in general. A recent World Bank study, (Accelerated Development in Sub-Saharan Africa, 1981) comments on Sub Saharan Africa, but it applies quite well to East Africa:

"With the exception of the mineral-exporting parastatals and some of those trading in export crops, public enterprises have thus far caused serious fiscal burdens. They do not pay taxes. Most of their investment costs are covered by transfers (from government budgets, the banks, or marketing organization surpluses); in some cases their cash surplus is less than their depreciation; and in a few instances cash flow does not even cover running costs. A number of the manufacturing parastatals--and mixed public-private enterprises--are moderately profitable. But this is usually because they enjoy very high levels of protection from the world market, explicitly in the form of a heavy duty on competing imports, or implicitly because components are imported duty free. In many cases their value added at international prices is but a fraction of their value added at domestic prices; in some

cases value added may even be negative. In general, because the parastatals in the commercial sectors generate so small a surplus, their growth has been limited by the availability of the resources they can command from governments.

"There are many reasons for this poor performance. Managerial and technical capacities are not easily established even though parastatals theoretically have flexibility in their ability to operate and, specifically, to hire staff autonomously. Managers and technicians frequently come from the civil service. Budget and account systems tend to be taken from the government administration, and budget analysts, auditors, accountants--few in number anyway--also tend to come from the government sector, so procedures end up very much like those of general government administration. In addition, parastatals are often undercapitalized and starved of working capital. And, most critical, policymakers have found it difficult to accept a 'nonpolitical' role for parastatals. They are pressured to increase employment, to deliver outputs at low prices to key groups, and to shape investment decisions other than with economic and financial returns in view." (World Bank, 1981, p. 38)

In addition to these problems which are common to all types of parastatals, the agricultural and industrial parastatals have particular problems to which we now turn.

An agricultural marketing parastatal in general exists, or is supposed to exist in order to provide advantages to individual producers that come from a more orderly market. Through presumed economies of scale, the parastatal can reduce transaction costs with the rest of the world and perhaps also exert some oligopolistic market power. In addition they can function to stabilize producer prices by carrying an inventory of the product and/or creating reserves which can be used for timely subsidization of producer prices. In a political climate such as that of the U.S. over recent decades, one could expect such a structure to act as a means of encouraging production surpluses

and transferring net income to the producers. The African experience has been quite different. As Bates (1981, p. 26) points out:

"The rising costs of marketing (parastatals) result from plain inefficiency: poor storage, inefficiently scheduled transport and disposal of the crop, and careless contracting in both procurement and sales. All these problems bedevil the marketing boards, and all appear to be exacerbated by their monopsonistic status: because they are able to set prices, they can afford to be inefficient, for they can pass the costs of their inefficiency on to the farmers. Their inefficiency takes another form: growth in the number of their staff members and the perquisites they receive... In Tanzania investigations have disclosed rapidly inflating marketing costs on the part of cooperatives, and specified the number and the emoluments of their staffs as major causes of this trend."

Elliott Berg mentioned additional problems:

"Policies which favor the consumer, overvalue the exchange rate, support pan territorial pricing and subsidize inputs discourage production by making it cheaper to buy imported food than to produce it. Parastatal marketing organizations which have to subsidize production in marginal areas, cannot compete with private traders who do not."

In all cases the problems result from the perhaps unexpected consequences of what are quite reasonable policy objectives. For example, inflation is obviously an undesirable phenomena, particularly since it puts upward pressure on wages and causes social discontent. Since food prices are an important component of the cost of living, it would be desirable to keep them low. A policy tool for doing this is the appropriate set of marketing parastatals which can be urged or ordered to establish reasonable prices. Problem solved. Unfortunately, the parastatal is also under pressure to cover its costs and

probably employ as many people as it can. This leaves a rather small residue to be distributed to the producer, sharply reducing his incentive to produce, and tending to steer the limited production increasingly into the black market. The reduced production calls for increased imports, which creates its own set of problems.

Bates (1981) argues that these undesirable side effects are not totally unanticipated by the government, but are instead tolerated as necessary evils in order to achieve national goals. This suggests that while there may be incentive distortions inherent in the nature of a parastatal, the main problem is inappropriate use of the parastatal by the government to achieve policy objectives.

To a large extent this may reflect the lack of alternative policy tools. If one wants to stimulate income in a remote region of the country, it is tempting to direct the livestock marketing board, for example, to pay the same price for cattle in the remote region as in more adjacent areas. Not only will this help the remote region but it seems to promote equality as well. Such a policy, which ignores real and substantial transportation costs, is clearly not economically efficient and gives the wrong market signals to the producers. On the other hand it does act to transfer income to the remote region in a way that may be seen as fairer than an alternative such as a tax and income subsidy scheme. In any case, the economic distortion is not intrinsic to the parastatal. The marketing board could certainly pay local market prices rather than a set national price, avoiding at least one source of economic inefficiency.

The industrial parastatals are undoubtedly the most tempting targets for some form of privatization. The monopsony (sole buyer) power of a marketing board calls for some governmental involvement even if the marketing board is privately organized (the economic argument is related to that that justifies the regulation of monopolies such as utility companies). However, there is not much of an economic case per se for the government being involved in running a cement plant or a brewery. It is these industrial and commercial parastatals that raise concerns about competition with and restoration of private enterprise. It is difficult to assess the economic performance of these parastatals in spite of the availability of profit as a potential indicator of economic success. On the one hand there are a complex of regulations, special relationships and subsidies that give advantage to the parastatal. Offsetting this is the pressure on the firm to act in a way to accomplish social ends that may not naturally flow from its activities. In this respect the industrial parastatals suffer from the same general problem of government intervention as the agricultural parastatals.

Goals such as increased African representation in the workforce and management, the creation of jobs through use of labor-intensive technology and control of prices of intermediate goods cannot be easily achieved without some cost in economic efficiency. If these and similar goals become part of the parastatal's instructions one cannot blame the parastatal for the resulting inefficiency. Indeed, the privatization of the parastatal may accomplish little in furthering economic efficiency and growth if the social restrictions remain. A private plant will be crippled by the imposition of mandated labor intensive technology in the same manner that the parastatal was.

One must be careful, however, to recognize that the stated goals of the government may not in fact be responsible for the problems of parastatal performance. Tanzania, since the Arusha Declaration, has placed strong emphasis on self reliance. Local skills and resources were to be emphasized and reliance on overseas technology and capital was to be reduced. This certainly suggests the use of a labor intensive technology. However, in practice, Tanzanian parastatals do not seem to have gone in this direction. H.P.B. Mushi observes (as quoted in J. Wilson, 1981):

"On implementation, most of the established parastatal industries were capital intensive, except for one mill - The Friendship Textile Mill, supplied by China on very soft loan terms. Mwatex, a plant owned jointly by Tanzania (80%) and a French firm (Amenital, 20%) employed only 100 workers and produced 24 million square yards of cloth per annum, while the labour intensive Friendship plant employed over 3,000 workers and produced 24 million square yards of cloth and 1000 tonnes of yarn per annum. In the case of the cement factory, its capital/labour ratio was higher than those of Kenya and Uganda.

"One of the most important reasons for this contradiction between what was intended and what actually happened is that although the government may be the major financier, the parastatal organization often leaves the choice of technology to the foreign contractors, due to the government's real or imagined technical inadequacies. For example, the contract for the building of the disastrously inappropriate Tanzania Fertilizer Company contained the clause, 'Kloeckner (the German contractors) will select the most modern processes corresponding with the latest technical development in the chemical industry'. With this degree of loss of effective, rather than financial, control over a project, it is not surprising that public enterprises on the whole have adopted technologies more suited to their western supplier than the resource availability of Tanzania." (Wilson, 1981, p. 69)

We are thus faced with parastatals such as the Tanzania Fertilizer Company which not only have substantial losses but also fail to contribute

toward the achievement of national goals (at least in the case of job creation).

Tony Killick, reflecting on the role of parastatals in African industrialization (Killick, 1981, p. 56-58) concludes on the evidence available to him that:

"To an African government contemplating the creation of a substantial public sector as a means of promoting industrialisation our advise would have to be: don't do it; there are better ways of stimulating industrial growth. On our evidence, a large industrial public sector will contribute little to dynamic industrial growth, will tend to become a drain on the public finances, will require a net inflow of resources to cover its capital requirements and will discourage the growth of private industry."

Killick is not convinced that reforms directed toward the operation of parastatals will be enough to improve performance since they do not address the motives (largely non-economic) which originally led the governments to establish the parastatals. If we recognize these motives we must look beyond the poor economic performance of the parastatals.

"Indeed, it is wrong to confine the evaluation of performance simply to economic criteria, in the way that has been done above. Very frequently there is a trade-off between economic and socio-political objectives which makes unreasonable the common government practice of judging PE performance by a simple profitability test. The point has been well expressed in an official report on Ghana's state gold mines:

'the basic cause of the present weaknesses of the Corporation is political in nature. Since it was formed in 1961, no Government has provided the Corporation with the conditions necessary

for its success. One reason for this is that Governments have tried to pursue contradictory objectives. Governments have tended to speak with two voices about the duties of the Corporation. With one voice they justify the necessity for the Corporation on social, non-commercial grounds... With the other voice, however, they talk of the Corporation in commercial terms, stressing the need to obtain profits and criticising the management for having to depend on budgetary subsidies.'

"If we take a multiplicity of government objectives (which, however, are rarely articulated with any clarity) to be a pervasive feature of state enterprise and if socio-political motives are often given primacy, then we must predict a continuation of poor economic performance. On this view, sub-standard economic performance (including an unsatisfactory contribution to the process of industrialisation) may be seen, in part at least, as the cost of achieving socio-political goals. In such situations, there is little more that the economic analyst can do than to quantify and draw attention to these costs and to ask ministers whether the costs are regarded as reasonable in relation to the non-economic benefits that may be derived." (Killick, 1981, p. 56-58)

While Killick restricted his scope to industrial parastatals, his thoughts are an appropriate indication of the difficulties in evaluating the performance of any of East Africa's parastatals.

4. SUMMARY AND RECOMMENDATIONS

The breakdown of parastatals in East Africa into a number of broad categories provides an important basis on which current recommendations and future work could be based.

The word "parastatal" in East Africa covers a considerable range of institutions. Some, like financial institutions, airlines and the post office, are run as parastatals in many developed countries as well as most developing countries of the world. Others are an extension of the particular colonial heritage of East Africa while still others are more creations of independent countries. Some have been set up at the instigation of international donors anxious to avoid the limitations of government ministries, others have been created on ideological grounds where the private sector was deemed inappropriate or inefficient.

Although the available analyses suggest that the parastatals are in general inefficient, not all are, and there are no immediate alternatives for others.

A range of actions is possible to deal with the basic problems of parastatals in the East African countries. Such actions might include:

- (i) A national review of the purpose, function and effectiveness of parastatals in each of the main categories defined here.

- (ii) Disbanding of parastatals which have been ineffective and for which there are alternative agencies and mechanisms.
- (iii) A phasing out of other parastatals as alternative institutions are set in place.
- (iv) Reform of some parastatals considered essential to the national economy over the coming years.

A general framework of recommendations for reform has been provided by the World Bank, as follows:

"In the parastatal sector, what is needed is straightforward, at least on a general level:

1. a clear definition of objectives and terms of reference;
2. an explicit understanding between government and the parastatal entity defining the annual financial and production plan within the framework of agreed long-term objectives;
3. an incentive system conducive to efficient performance;
4. independence in day-to-day management;
5. independent personnel management;
6. proper accounts and records; and
7. acceptance of the principle that under certain circumstances liquidation of an enterprise may be desirable.

"Since improved performance in the parastatal sector is so important for faster growth and increased access to services, ways to achieve it warrant close attention by governments and donors. The most common approach to parastatal reform in Africa as elsewhere involves the appointment of one-time study commissions. While useful, this approach has a number of limitations, most notably with respect to implementation

of recommendations. A more continuous and longer-term approach might be more productive: for example, the establishment of high-level organizational review bodies which could provide ongoing studies and continuous advice to governments. Similar units, strategically placed (e.g., attached to the chief of state's office) have developed useful approaches to reform in some countries, as has been the case in Senegal.

"Effective administrative reform is notoriously difficult to accomplish: nevertheless, there are four steps which can now be taken to accelerate the process of building public organizational capacity and to begin correcting some of the anomalies which have arisen in the decades of rapid administrative growth. Such measures are largely independent of particular policy choices about privatization, since the central responsibilities of government for economic development and human welfare will remain, even though the exercise of particular functions may change.

"First, there is a need to improve the cost-effectiveness of government manpower, particularly near the top (where managers need longer tenures and more delegated authority) and near the bottom (where the presence in the field of large numbers of thinly spread agencies often actually detracts from the population's effective access to productive and welfare services).

"Second, delegation and consolidation of service output points require better definitions of who is accountable for performance, and an improved structure of incentives, to reward that performance rather than mainly to recognize hierarchy and length of service.

"Third, resource constraints demand novel approaches to community involvement in service provision in cooperation with the administration--with the implication also that bureaucratic agencies will, in the long run, be answerable for their performance to their "clients" in the community as well as to their administrative heads.

"Finally, while initiatives in some of these areas are already in existence in some countries, there is a great need for high-quality analysis and prescription suitable to each country's conditions--a need which is seldom satisfactorily met by periodic review. It may, therefore, be advisable to extend the responsibility of the high-level public sector units discussed above to include the problems of the public administration itself." (World Bank, 1981)

The Public Enterprise Contracts policy in Senegal is an example of possible reform in the operation of parastatals. The contracts describe in detail the objectives, resources and degree of control the government gives to the parastatal, and the performance results the parastatal in turn promises to deliver. Such contracts are potentially a step forward in making clear just what is expected of the parastatal and what autonomy it has. Political considerations such as employment generation, regional development, or subsidization of associated producers or processors are more likely to be explicitly recognized and their associated costs made clear.

From USAID's perspectives a broad ranging national review of parastatals may not be an important program priority. But it seems clear that the performance of parastatals in those parts of government where USAID is working is a vital component of project success.

USAID may wish to review parastatal functions, objectives and performance generally in pertinent sectors and also assist in detailed reviews of particular parastatals.

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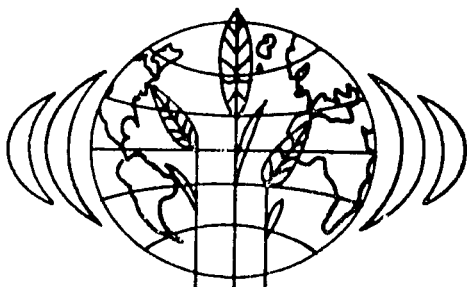
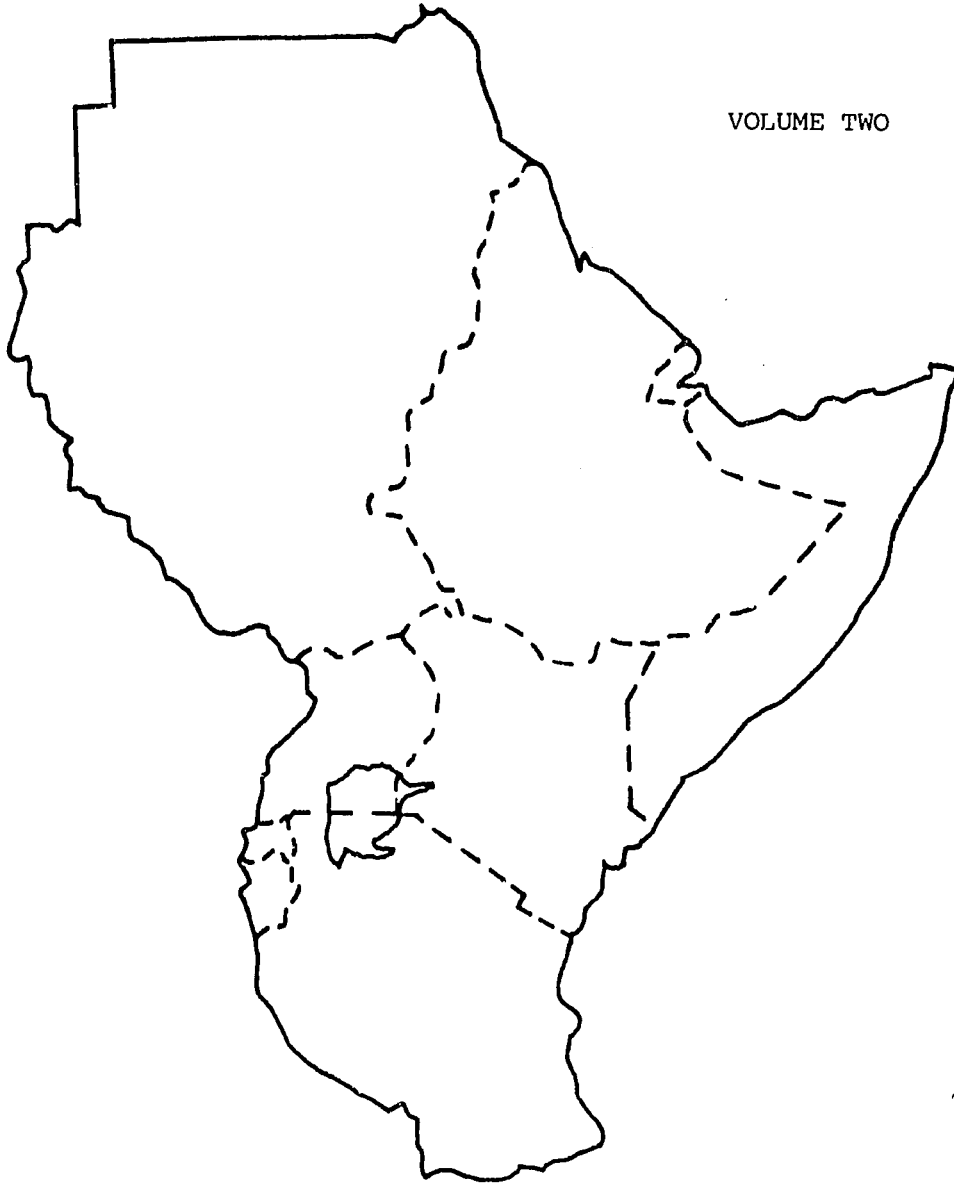
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Eastern Africa Regional Studies

PARASTATALS A Preliminary Assessment

VOLUME TWO



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Program for International Development
Clark University
Worcester, Massachusetts 01610

VOLUME TWO: ANNEX

PARASTATALS IN EAST AFRICA

KENYA - TANZANIA - SOMALIA

A preliminary listing of parastatals in each country

including
Country Reports
prepared by

Dr. M. Mujwahuzi - Tanzania

Dr. M. Kihu - Kenya

Dr. A. Hussein - Somalia

PREFACE

The annex contains a listing of parastatals in Kenya, Tanzania and Somalia, prepared for Clark University by East African colleagues as indicated on the title page. The organization and level of commentary of each Section reflect individual author decisions and indicate parastatal position within the political organization. The Kenyan Section, for example, includes a brief analysis and classification of Kenyan parastatals as well as an alphabetical listing that includes their legally defined objectives.

As a final step in the annex we have taken the differing classification schemes used by the authors of the three 'country' sections and reclassified them on a common basis for the three East African countries, hence some overlap is inevitable.

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6:1. PARASTATALS IN KENYA

6:1.1 Introduction

The history of parastatals in Kenya dates from the pre-independence days (before 1963) and continues through the post-colonial era. Some of the parastatals established during the former era have either been abolished or amalgamated, or have had their functions redefined during the latter period. Some among those established during this latter period have also been redefined or altered on the advice of the Parastatal Advisory Committee, which is serviced by the Inspectorate of Statutory Boards (ISB).

Parastatals are divided into approximate categories in Section 1.2 and each parastatal is listed within one of those categories in Section 1.3. Section 1.4 represents a first attempt at an all encompassing alphabetical list of parastatals in Kenya compiled through extensive search into available non-classified records. It will need to be revised from time to time, as more organizations are discovered and yet more created, abolished or redefined. The compendium, however, represents a useful guide to parastatal organizations in Kenya both for a quick reference to an individual organization as well as to those functional fields where government intervention penetrates to contribute to increased government control and regulation of the economy over and above the level of interventions provided by the ordinary civil service administration.

Each parastatal organization is responsible to a parent Ministry within the government, with the executive head of that parastatal being answerable to the Permanent Secretary of the Parent Ministry.

This section limits itself mainly to the role of parastatals as given under the instruments establishing the organization. The government, however, may issue guidelines from time to time defining further the role of a given parastatal organization. Thus it is a matter of government policy that the mandates given as by law should be viewed as pointers of what could be done to make a contribution to the service of the nation, in the context of national concepts and aspirations.

TABLE 2

Classification of Parastatals in Kenya into Categories

Category C (.)	Title	No. of Institutions
C (I)	Banks	5
C (II)	Financial and Insurance	4
C (III)	Development Authorities and Corporations	18
C (IV)	Processing and Training	10
C (V)	Research and Educational	13
C (VI)	Regulatory/Advisory Organizations	12
C (VII)	Miscellaneous/Consultative Professional/Advisory	80
C (VIII)	Countrywide Co-operatives and Companies where there is interaction between co-operatives, Government and Parastatal organizations	5
TOTAL		147

6:1.2 Categories of Parastatal Organizations in Kenya

Category I: BANKS

1. Central Bank
2. Kenya Commercial Bank
3. National Bank of Kenya
4. Cooperative Bank of Kenya
5. Kenya Post Office Savings Bank

Category II: FINANCIAL AND INSURANCE

6. Industrial Development Bank
7. Agricultural Finance Corporation
8. Kenya National Assurance Company
9. Kenya Re-insurance Corporation

Category III: DEVELOPMENT AUTHORITIES AND CORPORATIONS

10. Industrial and Commercial Development Corp.
11. National Housing Corporation
12. National Construction Corporation
13. Tana River Development Authority
14. Kerio Valley Development Authority
15. Lake Basin Development Authority
16. Agricultural Development Corporation
17. Kenya Railways Corporation
18. Kenya Ports Authority
19. Kenya Posts and Telecommunications Corp.
20. Kenya Airways Ltd.
21. National Irrigation Board
22. Kenya Tourist Development Corp.
23. Kenya Pipeline Co.
24. Kenya Industrial Estates
25. Pyrethrum Board of Kenya
26. Kenya Tea Development Authority
27. Mombasa Pipeline Board

Category IV: PROCESSING AND TRAINING ORGANIZATIONS

28. Kenya Meat Commission
29. Cotton Lint and Seed Marketing Board
30. National Cereals and Produce Board
31. Kenya National Trading Corporation
32. Kenatco
33. Coffee Board of Kenya
34. Kenya Cargo Handling Services
35. Kenya Film Corporation Ltd.
36. National Agricultural Chemicals and Fertilizers Ltd.

Category V: RESEARCH AND EDUCATIONAL ORGANIZATIONS

37. National Council for Science and Technology
38. Kenya Agricultural Research Institute
39. Kenya Industrial Research and Development Institute
40. Kenya Marine and Fisheries Research Institute
41. Kenya Medical Research Institute
42. Kenya Trypanosomiasis Research Institute
43. Egerton College Board of Governors
44. Catering Levy Trustees (Kenya Utali College)
45. Coffee Research Foundation
46. Tea Research Foundation
47. Council of Legal Education
48. Council of the University of Nairobi
49. Kenya National Library Services

Category VI: REGULATORY/ADVISORY ORGANIZATIONS

50. Kenya Bureau of Standards
51. Kenya Dairy Board
52. Pig Industry Board
53. Water Apportionment Board
54. Transport Licensing Board
55. Betting Control and Licensing Board
56. Horticultural Crops Development Authority
57. Canning Crops Board
58. Civil Aviation Board
59. Sisal Board of Kenya
60. Tea Board of Kenya
61. Kenya Sugar Authority

Category VII: MISCELLANEOUS/CONSULTATIVE/PROFESSIONAL/ADVISORY ORGANIZATIONS

62. Central Agricultural Board
63. Tana Catchment Board
64. Rift Valley Catchment Board
65. Athi Catchment Board
66. Northern Ewaso Nyiro Catchment Board
67. Lake Victoria (North) Catchment Board
68. Lake Victoria (South) Catchment Board
69. Divisional Land Control Boards
70. Provincial Land Control Appeals Board
71. Central Land Control Appeals Board
72. Military Council
73. Defence Council
74. College of Arms
75. Wakf Commissioners
76. Settlement Fund Trustees
77. Board of Trustees of the National Museum
78. Kenya Board of Censors
79. Disciplinary Committee (Advocates)
80. Board of Estate Duty Commissioners

81. Bankruptcy Contingency Fund Board
82. The Board of Review
83. The Insurance Advisory Board
84. Kenya National Council of Social Service
85. Adult Education Board
86. External Trade Authority
87. Gold Mines Development Loans Board
88. Board of Trustees of Kenya National Parks
89. Wildlife Fund Trustees
90. Wildlife Conservation and Management Service Appeal Tribunal
91. Fish Industry Advisory Councils
92. Kenya Accountants and Secretaries National Examination Board
93. Institute of Certified Accountants
94. Registration of Accountants Board
95. Kenya Polytechnique Board
96. Mombasa Technical Institute Board
97. The Higher Education Management Board
98. Schools Boards of Governors
99. Teachers Service Commission
100. Teachers Service Commission Appeal Tribunal
101. Teachers Service Commission Remuneration Committee
102. Asiatic Widows and Orphans Pension Board
103. Asiatic Officers Family Pension Board
104. Labor Advisory Board
105. The Industrial Court
106. National Industrial Training Council
107. National Society Security Council
108. Wages Advisory Board
109. Central Board of Health
110. Radiation Board of Kenya
111. Pharmacy and Poisons Board
112. Council of Kenya Society for the Blind
113. Medical Practitioners and Dentists Board
114. Public Health Standards Board
115. Council of the Kenya Red Cross Society
116. National Hospital Insurance Advisory Council
117. Nurses, Midwives, and Health Visitors Council
118. Veterinary Surgeons Board
119. District Road Board
120. The Road Authority
121. Central Road Authority
122. Hotels and Restaurants Authority
113. Catering Levy Trustees
124. Board of Registration of Architects and Quantity Surveyors
125. Engineers Registration Board
126. Weights and Measures Board
127. Provincial Agricultural Boards
128. District Agricultural Committees
129. Landlord and Tenant (shops, hotels, and catering establishments)
Tribunal
130. Trade Development Joint Loans Board
131. Electricity Licensing Board

132. The Power Board
133. Water Resource Authority
134. MacMillan Library - Board of Trustees
135. The Kenya Cultural Centre Council
136. The Kenya Scouts Council
137. Kenya Girl Guides Association
138. Local Government Loans Authority
139. Local Government Officers Superannuation Fund
140. Local Government Service Commission
141. Local Authorities Provident Fund Board

Category VIII: COUNTRY-WIDE CO-OPERATIVES AND COMPANIES WHERE THERE IS
INTERACTION BETWEEN THE CO-OPERATIVES, THE GOVERNMENT, AND
PARASTATAL ORGANIZATIONS

142. Kenya Farmers Association
143. Kenya Planters Cooperative Union
144. Uplands Bacon Factory
145. Horticultural Cooperative Union
146. Kenya Cooperative Creameries Ltd.

6:1.3 Alphabetic Listing of Parastatals in Kenya with the 'objectives' of each:

1. Agricultural Development Corporation

P. O. Box 47101

Nairobi, Kenya

Telephone: 33850

Establishing instrument: Agricultural Development Corporation,
Act Cap 346 Laws of Kenya

Objective for which Parastatal was established:

- To promote and execute schemes for agricultural development and reconstruction in Kenya by the initiation, assistance or expansion of agricultural undertakings or enterprises. In the performance of its functions under this act, the corporation shall have proper regard to the economic and commercial merits of any undertaking it plans to initiate, assist or expand. If the minister, after consultation with the minister for the time being responsible for finance, instructs the corporation to initiate, assist or expand any undertaking which it considers economically or otherwise unsound, the corporation shall not be required to proceed with such initiation, assistance or expansion until the government has undertaken to reimburse the corporation for the losses incurred thereby.

2. Agriculture Finance Corporation

P. O. Box 30367

Nairobi, Kenya

Telephone: 33733

Establishing instrument: Agriculture Finance Corporation
Act Cap 323 Laws of Kenya

Objective for which Parastatal was established:

- To assist in the development of agriculture and agricultural industries by making loans to farmers, co-operative societies, incorporated group representatives, private companies, public bodies, local authorities and other persons engaging in agriculture or agricultural industries.

3. Asiatic Officers Family Pension Board

Establishing instrument: Asian Officers Family Pension Board,
Act Cap 194 Laws of Kenya

Objectives for which Parastatal was established:

- To make rules regulating its own proceedings.
- To consider and advise the president on all questions arising on the interpretations of this act.
- To supervise and control all financial transactions.

4. Asiatic Widows and Orphans Pensions Board

Establishing instrument: Asiatic Widows and Orphans Pensions,
Act Cap 193 Laws of Kenya

4. (continued)

Objectives for which Parastatal was established:

- To make rules regulating their own proceedings.
- To consider and advise the governor on all questions arising on the interpretation of this act.
- To approve in writing the payment of all pensions and any expenditure authorized by them.
- To invest the trustee securities any funds which may be available from time to time.

5. Water Catchment Board

P. O. Box 226

Limuru, Kenya

Establishing instrument: Water Catchment Board

Act Cap 372 Laws of Kenya

Objectives for which Parastatal was established:

- To advise the board on the apportionment and use of existing and potential water supplies with respect to the Limuru catchment area.
- The adjustment, cancellation or alteration of any license, sanction or permit.

6. Bankruptcy Contingency Fund Board

Establishing instrument: Bankruptcy Contingency Fund Board

Act Cap 53 Laws of Kenya

Objectives for which Parastatal was established:

- To control the cash balance standing to the credit of the bankruptcy estates account in excess of the amount required to meet demands with respect to the bankrupt person's estates.
- To invest any money paid to the credit of the fund in government securities.

7. Betting Control and Licensing Board

P. O. Box 43977

Nairobi, Kenya

Telephone: 20186, 33299

Establishing instrument: Betting Lotteries, and Gaming

Act Cap 131 Laws of Kenya

Objectives for which Parastatal was established:

- To issue licenses and permits in accordance with this act.
- To vary, or for good cause, to suspend or cancel such permit or license.
- To inquire into complaints against licenses or permit holders.

8. Board of Adult Education

P. O. Box 30117

Nairobi, Kenya

Telephone: 334403, 331404

Establishing instrument: Board of Adult Education

Act Cap 223 Laws of Kenya

8. (continued)

Objectives for which Parastatal was established:

- To advise the minister on any matter relating to adult education including the formulation of courses and syllabuses, the establishment of residential and non-residential institutions, the use of museums, libraries and media of mass communication; and the provision and method of award and scholarships or bursaries.
- To advise with respect to the coordination of the work in connection with adult education or ministries and departments of government and agencies.
- To identify and assess the need for new developments in adult education.
- To report annually to the minister on the progress and development of adult education.

9. Board of Trustees of the Kenya National Parks

Establishing instrument: Kenya National Parks

Act Cap 337 Laws of Kenya

Objectives for which Parastatal was established:

- To control, manage and maintain all national parks in Kenya and to purchase any property for such purposes.
- To construct roads, bridges, aerodromes, buildings, and fences; provide water supplies and carry out such other works as considered necessary.
- To insure security of the animal and vegetable life in a national park, and to preserve the animal and vegetable life therein in a natural state within any national park.
- To reserve or set aside any portions of the national park as breeding places for animals and as nurseries for vegetation.
- To let sites for the erection of hotels or other buildings for the accommodation of visitors, shops or other undertakings.
- To sell or exchange any specimen of animal or vegetable life in a national park and may by purchase, exchange, or otherwise acquire any specimen of animal or vegetable life which they may consider desirable to introduce into a national park.

10. Board of Trustees of the National Museums

Establishing instrument: The Museum's Trustees

Act Cap 216 Laws of Kenya

Objectives for which Parastatal was established:

- To purchase or exchange movable property for any purpose connected with any museum.
- To sell, lease, mortgage or exchange any movable property vested in the Board which is not required for any purpose, or connected with any museum.

11. Business Premises Rent Tribunal

P. O. Box 47323

Nairobi, Kenya

Telephone: 353555

Establishing instrument: The Landlord and Tenants (shops, hotels and catering establishments)

Act Cap 301 Laws of Kenya

Objectives for which Parastatal was established:

- To determine whether or not tenancy is controlled tenancy.
- To determine or vary the rent to be payable in respect of any controlled tenancy.
- To apportion the payment or rent payable under a controlled tenancy among tenants sharing the premises comprised in the controlled tenancy.
- To fix the amount of service charge, if any.
- To make orders permitting landlords to erect additional buildings on the vacant land which he could recover possession.
- To have the landlord carry out any required repairs at his own cost.
- To authorize the tenant to carry out repairs at his own cost.
- To authorize the tenant to carry out repairs as required and deduct the cost of the repairs from the rent, vary or rescind any order made by the tribunal.
- To administer oaths and order discovery and production of documents in like manner in civil proceedings before the high court.
- To require any landlord or tenant to disclose information regarding rents, terms or conditions of tenancies, issue summons for the attendance of witness to give evidence, or produce documents or both.
- To award costs in respect of reference made to it.
- To award compensation for any loss incurred by a tenant on termination of a controlled tenancy in respect of goodwill and improvements carried out with the landlord's consent.
- To enter and inspect premises comprised in a controlled tenancy.

12. Canning Crops Board

Establishing instrument: The Canning Crops Ordinance

Act Cap 328 Laws of Kenya

Objectives for which Parastatal was established:

- To promote the scheduled crops canning industry (pineapples).
- The licensing of proprietors, lessees, or occupiers of land upon which the scheduled crops are grown or cultivated for canning purposes.
- The licensing and inspection of canning factories.
- The promotion and undertaking of technical and scientific research, into all matters relating to any scheduled crop or variety thereof or any grade of any scheduled crop or variety thereof sold for canning purposes.

13. Catering Levy Trustees

P.O. Box 46987

Nairobi, Kenya

Telephone: 2895516

Establishing instrument: Hotels and Restaurants

Act Cap 494 Laws of Kenya

Objectives for which Parastatal was established:

- To control and administer the fund to establish, equip, and control such establishments for the training of persons for employment in hotels and restaurants as the minister may approve.
- To make such payments out of fund as may be necessary for establishing, equipping and upkeeping training establishment, and the maintenance of persons being trained.
- Borrow such moneys from such sources and such amounts as may be approved by the treasury.

14. Central Agricultural Board

P. O. Box 30028

Nairobi, Kenya

Telephone: 335855

Establishing Instrument: Agriculture

Act Cap 318 Laws of Kenya

Objectives for which Parastatal was established:

- To advise the minister on all matters of national agricultural policy.
- To coordinate agricultural policy on matters affecting more than one province.
- To advise the minister in determining of scheduled crops and on fixing prices in Part II of the Agriculture Act.
- To carry out such other executive or advisory functions as are conferred upon it by or under this act or any other written law.
- To be responsible for agriculture in the Nairobi area, and for this purpose the Board shall, in respect of Nairobi area, have all the powers conferred upon provincial agricultural boards.

15. Central Bank of Kenya

P. O. Box 60000

Nairobi, Kenya

Telephone: 26431

Establishing instrument: Central Bank of Kenya

Act Cap 491 Laws of Kenya

Objectives for which Parastatal was established:

- To regulate the issue of notes and coins.
- To assist in the development and maintenance of a sound credit and banking system in Kenya conducive to the orderly and balanced economic development of the country and the external stability of the currency, and to serve as a banker and financial advisor to the government.

16. Central Board of Health

Nairobi, Kenya

Establishing instrument: Public Health Act

Act Cap 242 Laws of Kenya

16. (continued)

Objectives for which Parastatal was established:

- To advise the Minister for Health upon all matters affecting public health.
- In conjunction with the Medical Department, to prevent and guard against the introduction of infectious diseases into Kenya from outside.
- To promote public health and prevention, limitation or suppression of infectious, communicable or preventable diseases within Kenya.
- To advise and direct local authorities in regard to matters affecting the public health.
- To promote or carry out researches and investigations in connection with the prevention or treatment of human diseases.
- To prepare and publish reports and statistical or other information relative to the public health.

17. Central Land Control Appeals Board

Establishing instrument: Land Control

Act Cap 302 Laws of Kenya

Objectives for which Parastatal was established:

- To hear and determine all appeals made to it and the decision of the Central Land Control Appeals Board shall be final and conclusive, and shall not be questioned in any courts.

18. Cereals and Sugar Finance Corporation

P.O. Box 30007

Nairobi, Kenya

Telephone: 338111

Establishing instrument: Cereals and Sugar Finance Corporation Ordinance

Act Cap 329 Laws of Kenya

Objectives for which Parastatal was established:

- To raise, by borrowing, from overseas or local sources, and to lend at such rate of interest as the corporation may in any particular case agree to charge to the government and to government agencies any capital, means or resources required by the government for or towards the purchase of any cereals or sugars, expenses of making sugar from all sources available to the public at a uniform price, advance payment installations or other payments of moneys due on account of purchase price of any cereals or sugar.

19. Chemelil Sugar Company Ltd.

P.O. Box 177

Muhoroni, Kisumu

Telephone: 2368, 41417

Establishing instrument: Companies Ordinance

Act Cap 486 Laws of Kenya

19. (continued)

Objectives for which Parastatal was established:

- To purchase or otherwise acquire, layout, plant, equip, manage, develop and carry on plantations for the production of sugar cane, sisal, tea, coffee, cocoa, cotton, rice, cereals, pyrethrum, tobacco, rubber, timber, fruit or other commodities or produce.
- To manufacture sugar, or various grades and other products of sugar cane, and to manufacture, prepare for market, refine and otherwise manipulate and deal in, and turn to account all materials and commodities grown or produced by the company and all products derived therefrom.
- To carry on business as manufacturers, produce distillers, refiners, stores, suppliers, distributors and dealers in commercial and portable spirits of all types.

20. Civil Aviation Board

P.O. Box 30163

Nairobi, Kenya

Telephone: 26441

Establishing instrument: Civil Aviation Act

Act Cap 394 Laws of Kenya

Objectives for which Parastatal was established:

- To license air services.
- To advise the minister on the establishment of air services.
- Civil aviation legislation including legislation and measures to give effect to any convention.
- Measures to promote or support any airline designated by the government.
- Fares and freight rates and other matters including any resolution of the International Air Transport Association.
- The establishment, maintenance and development of aerodromes, air navigation facilities and services.
- The cost of establishing and maintaining aerodromes and air navigation facilities and services and the policy to be adopted to recover such costs.

21. Coffee Board of Kenya

P.O. Box 30566

Nairobi, Kenya

Telephone: 332896

Establishing instrument: Coffee Act

Act Cap 333 Laws of Kenya

Objectives for which Parastatal was established:

- The Board shall be responsible for the promotion of the coffee industry including the marketing and processing of coffee, the licensing and control of producers and processors of coffee, and research connected with the industry.
- With the minister's consent, be an agent of the government in respect of all matters pertaining to international agreements made or to be made in relation to coffee.

22. Coffee Research Foundation

P.O. Box 4

Ruiru, Kenya

Telephone: 27160

Establishing instrument: Coffee Research Foundation
Act Cap 2188250

Objectives for which Parastatal was established:

- To promote research into and investigate all problems relating to coffee and such other crops and systems of husbandry associated with coffee throughout Kenya, including the productivity, quality and suitability of land in relation to coffee planting and on matters ancillary thereto.
- To purchase, take on lease, or in exchange, hire or otherwise acquire any movable or immovable property and in particular land, buildings, workshops, laboratories, plant, machinery apparatus, appliances, livestock and rights or privileges necessary or convenient for the purposes of the foundation.
- To construct, erect, alter, improve and maintain any buildings which may be from time to time required for the purposes of the Foundation.
- To manage, farm, develop, sell, demise, let, hire, mortgage, dispose of, turn to account, or otherwise deal with all, part of the same, with a view to the promotion of the objects of the Foundation.
- To conduct and carry on, experiment, and to provide funds for such work and for payments to any person or persons engaged in research work whether on such land or in such laboratories or elsewhere.
- To promote the training of persons employed or to be employed on such work.
- To prepare, edit, print, publish, issue, acquire and circulate any literary works or matters treating of or bearing on the said research work.
- To establish and maintain collections of materials, literature and scientific data relating thereto. To disseminate information obtained therefrom and to contribute toward provision of a library or libraries designed to assist such work.

23. College of Arms

Establishing instrument: The College of Arms

Act Cap 98 Laws of Kenya

Objectives for which Parastatal was established:

- To process applications for grants of arms made to it, and to receive fees prescribed for such applications and other further sums as the college may consider necessary to cover the expenses it may incur in connection with the application.
- To consider such application and consult any other person or institution for the purpose of satisfying itself as to the merit of the application and to employ any person to render services.

23. (continued)
- To consider the propriety of the design, whether the design resembles that agency other arms registered under this act or granted by authority in another country or a specified emblem.
 - To ascertain the expenses incurred by a grant of arms and shall refund to the applicant the unexpended balance of any sum collected from him.
 - To register any grant of arms and deliver it to the applicant.
24. Co-operative Bank of Kenya
P. O. Box 48231
- Telephone: 25370, 828974, 828975
Establishing instrument: Banking
Act Cap 488 Laws of Kenya
- Objectives for which Parastatal was established:
- Acting as banker for cooperative and other societies, i.e., accepting of deposits of money from the public repayable on demand or after a fixed period or after notice.
 - The employing of such deposits in whole or in part by lending or any other means for the account and at the risk of the person accepting such deposits and the paying and collecting of cheques.
25. Cotton Lint and Seed Marketing Board
P.O. Box B0477
Nairobi, Kenya
Telephone: 331006, 331007, 331008
Establishing instrument: Cotton Lint Seed Marketing
Act Cap 335 Laws of Kenya
- Objectives for which Parastatal was established:
- To purchase raw cotton from growers and growers cooperatives and purchase from ginnerers of all cotton lint and cotton seed produced by them at such prices as are in respect of each cotton season, fixed by the Board with approval of the minister.
 - The sale or disposal within Kenya or the export and sale or disposal within Kenya or the export and sale or disposal outside Kenya of cotton lint and cotton seed, whether by its own agency or the agency of any other person and in any manner it may think fit.
 - The payment of all sums properly due from the Board under this act.
26. Council of Legal Education
- Establishing instrument: Advocates Act
Act Cap 16 Laws of Kenya
- Objectives for which Parastatal was established:
- To exercise general supervision and control over legal education in Kenya for the purposes of this act.
 - To advise the government in relation to all aspects thereof.

27. Council of the Kenya Red Cross Society

Establishing instrument: Kenya Red Cross Society
Act Cap 256 Laws of Kenya

Objectives for which Parastatal was established:

- To make rules for the management of the affairs of the society and the accomplishments of its objects.
- To act as governing body of the Red Cross Society.
- To make rules providing that membership of the society shall not be withheld from any citizen of Kenya on the grounds of race, class, sex, religion or faith or political opinion.
- That all members of the society shall have representation on the council.

28. Council of the Kenya Society for the Blind

Establishing instrument: The Kenya Society for the Blind
Act Cap 257 Laws of Kenya

Objectives for which Parastatal was established:

- To keep a full and correct account of all moneys and assets vested, received or otherwise obtained and all moneys and assets sold, expended or otherwise dealt with and within three months after the end of each financial year to submit to the minister a report of the operations of the society accompanied by statements of assets and liabilities and receipts and expenditures.
- To have the accounts audited once every year by a qualified and competent auditor.
- To prepare and maintain a register of members of the society.
- To hold at least four council meetings every year and keep the minutes of such meetings.

29. The Council of the University of Nairobi

P. O. Box 30197

Nairobi, Kenya

Establishing instrument: The University of Nairobi

Objectives for which Parastatal was established:

- To govern, control and administer the affairs of the University.
- To administer the funds of the University other than funds and property of a constituent college to promote the best interests of the University.
- To receive on behalf of the University or a constituent college gifts, donations, grants and other moneys and to make disbursements therefrom to the constituent colleges or other bodies or persons.
- To provide for the welfare of the students of the University.
- To enter into any associations with other institutions of learning whether within Kenya or otherwise as the council may deem necessary and appropriate.
- To make after consultation with the Senate, regulations governing the conduct and discipline of the students of the University.

30. Defence Council

Establishing instrument: The Armed Forces Act
Act Cap 199 Laws of Kenya

Objectives for which Parastatal was established:

- Be responsible for the overall control and direction of the armed forces subject to the powers of command of the President.

31. Disciplinary Committee

Establishing instrument: Advocates Act
Act Cap 16 Laws of Kenya

Objectives for which Parastatal was established:

- To administer oaths or affirmations in connection with a complaint made to it.
- To deal with complaints against advocates of professional misconduct made to it by any person.
- To make any such orders as to payment by any party of any costs or witness expenses and expenses of the committee or of the members thereof in connection with hearing of any complaint.

32. District Road Board

Establishing instrument: Public Roads and Roads of Access
Act Cap 399 Laws of Kenya

Objectives for which Parastatal was established:

- To carry out the provisions of the Public Roads and Roads of Access Act which is to provide roads of public travel and access to public roads.
- To investigate and report to the minister upon the necessity for or desirability of dedicating a line of public travel or convening a road of access into a line of public travel and to advise as to the best alignment of such a line of public travel to deal with applications to construct roads of access made by any owner or occupier of land who has no reasonable access to a public road which is passable to vehicular traffic, or to a railway station or car.
- To serve notices to land owners by personal service or by registered post concerning the proposed road of access and call upon him to show cause within one month why the proposed road of access should not be granted.
- To determine by whom the costs of any such application shall be borne and to fix the amount to be paid.
- For a sufficient cause, to cancel cancellation or alteration of the alignment of a road of access provided due notice has been previously given to any person who might be affected by such order.

33. Divisional Land Control Board

Establishing instrument: The Land Control

Act Cap 302 Laws of Kenya

Objectives for which Parastatal was established:

- To give consent in respect of any transaction for the sale, transfer, lease, mortgage, exchange, partition or other disposal of or dealing with any agricultural land situated within particular divisional land control area.
- To supervise and consent to any division of any such agricultural land with two or more parcels to be held under separate titles other than the division of an area of less than twenty acres into plots area. This is governed by the Development and Use of Land (Planning) Regulations 1961.
- To give consent in respect of the issue, sale, transfer, mortgage, or any other disposal of or dealing with any share in a private company or co-operative society which for the time being owns agricultural land situated within a land control area.

34. East African Portland Cement Company

P. O. Box 40101

Nairobi, Kenya

Telephone: 26551

Establishing instrument: Companies Ordinance

Act Cap 486 Laws of Kenya

Objectives for which Parastatal was established:

- To carry on the business of manufacturers and dealers and workers in cement, chalk, lime, plasters, whiting, clay, gravel, sand, minerals, earth, coal, fuel, artificial stone and builders requisites and conveniences of all kinds and of engineers railway, tramline, ship, barge, lighter and truck owners, farmer, land-owners, factory owners, general manufacturers, builders, general contractors and carriers, or any other trade or business whatsoever which can in the opinion of the board be advantageously carried on by the company in connection with or as ancillary to the general business of the company.
- To purchase, take on, lease, or in exchange hire or otherwise acquire and hold for any estate or interest any lands, buildings, railways, tramlines, wharves, casements, rights, privileges, concessions, machinery patents, trademarks, plant stock in trade and any real or personal property of any kind necessary or convenient for the company business.
- To erect, construct, landown, enlarge, alter and maintain any buildings, factories, workshops, railways, tramlines, wharves, plant, engines, works and machinery necessary or convenient for the company's business.

35. Egerton College

Private Bag

Njoro, Kenya

Telephone: 27/28

Establishing instrument: Egerton Agricultural College

Act Cap 14 Laws of Kenya

35. (continued)

Objectives for which Parastatal was established:

- Providing in Kenya facilities for the education of students in science and art of agriculture and other ancillary subjects.

36. Electricity Licensing Board

Establishing instrument: Electric Power Act

Act Cap 314 Laws of Kenya

Objectives for which Parastatal was established:

- To examine, certify, license, register and control electrical contractors, workmen, electricians and operators.
- To maintain a register of all licensed electricians.
- To cancel any license of a licensed electrician upon being satisfied that such person has contravened any provisions of the Electric Power Act, or that such a person has retired from the business in respect of which he was registered under the reference (control of Electrical Development Order).
- To remove the name of any licensed electrician from the register whose license has been cancelled.
- To afford such a licensed electrician an opportunity of appearing or being represented before the board and of showing cause why the board should not exercise the power to cancel such a license.

37. Engineers Registration Board

Establishing instrument: The Engineers Registration

Act Cap 530 Laws of Kenya

Objectives for which Parastatal was established:

- To register qualified engineers and receive registration fees as prescribed and the registration of a person shall continue for the period or for duration of the work specified by the Board.
- To remove the name of a person from the register if he has failed within the period of six months from the date of an inquiry sent by the registrar by prepaid registered letter to the address appearing in the register against his name to notify the registrar of his current address or he has been found by the board to be guilty of misconduct.
- To suspend registration, caution or censure a registered engineer or remove the name of a person from the register who has been convicted of an offense against this act or is after an inquiry held by the board, found to have been guilty of an act of omission amounting to improper or disgraceful conduct in a professional respect.

38. Gold Mines Development Loans Board

Establishing instrument: Gold Mines Development Loans

Act Cap 311 Laws of Kenya

38. (continued)

- To purchase or otherwise acquire, hold and alienate property, movable and immovable.
- To grant a loan to the owner of any goldmine to the underground development of such goldmine.
- To require by notice or in writing the person to whom a loan has been granted to produce or cause to be produced any books, accounts, vouchers, receipts or owner documents to the operation of the goldmine in respect of which such loan was granted.

39. Higher Education Loan Management Board

Establishing instrument: Higher Education Loans Fund
Act Cap 213 Laws of Kenya

Objectives for which Parastatal was established:

- To make loans out of the funds either with or without security to any person to enable or assist students to meet cost of higher education.
- To keep appropriate accounts relating to the fund and such accounts together with a balance sheet shall be audited annually by the controller and auditor-general.
- To invest any revenues of refund in any investment authorized by law for the investments of trust funds.

40. Horticultural Crops Development Authority

P. O. Box 42601

Nairobi, Kenya

Telephone: 337381, 337382

Establishing instrument: Agriculture Act
Act Cap 318 Laws of Kenya

Objectives for which Parastatal was established:

- To promote and maintain a stable agriculture.
- To provide for the conservation of the soil and its fertility and to stimulate the development of agricultural land in accordance with the accepted practices of good land management and good husbandry.

41. Hotels and Restaurants Authority

P. O. Box 30630

Nairobi, Kenya

Telephone: 331303

Establishing instrument: Hotels and Restaurants
Act Cap 494 Laws of Kenya

Objectives for which Parastatal was established:

- The functions of the authority shall be to license hotels, hotel managers, and restaurants for the regulation of hotels and restaurants for the imposition of a levy for training persons to be employed in hotels and restaurants, and for matters incidental to and connected with the foregoing.

42. Housing Finance Company of Kenya Ltd.
 Box 30088
 Nairobi, Kenya
 Telephone: 21101, 339101, 33921
 Establishing instrument: Companies Act
 Act Cap 486 Laws of Kenya
 Objectives for which Parastatal was established:
 - To act as mortgagee and obtain property for sale under section 69, or appoint a receiver by virtue of section 69F of the Transfer of Property Act 1882, of India.
 - To sell the property or appoint a receiver of the income of the property under section 74 (2) of the registered land act.
43. Industrial and Commercial Development Corporation
 P. O. Box 45519
 Nairobi, Kenya
 Telephone: 29213, 29219
 Establishing instrument: Industrial Development Ordinance
 Act Cap 517 Laws of Kenya
 Objectives for which Parastatal was established:
 - To facilitate the industrial and economic development of Kenya by the initiation, assistance or expansion of industrial, commercial or other undertaking or enterprises in Kenya or elsewhere.
44. Industrial Court
 Nairobi, Kenya
 Establishing instrument: Trade Disputes
 Objectives for which Parastatal was established:
 - To settle trade disputes and matters relating thereto. To determine whether an employee has been wrongfully dismissed or not.
 - To order an employer who had wrongfully dismissed an employee to reinstate that employee in his former employment and award compensation as it may think fit.
 - To determine any matter arising out of interpretation of an award made by the court to hear an appeal and determine or refuse leave to appeal in respect of any order made by the minister.
45. Industrial Development Bank
 P. O. Box 44036
 Nairobi, Kenya
 Telephone: 337079
 Establishing instrument: Companies Ordinance
 Act Cap 486 Laws of Kenya
 Objectives for which Parastatal was established:
 - To establish or participate, finance or otherwise assist in the establishment of companies, prosecution or execution of undertaking works or projects, or enterprises whether of a private or public character in the Republic of Kenya or elsewhere and to acquire, underwrite and dispose of shares and interests in such companies.

45. (continued)

- To aid any company or individual with capital credit, means or resources for the prosecution of any works, undertakings, projects, or enterprises.
- To prosecute and execute directly or by contribution of equity or loan capital or by the provision of any other assistance any such works undertakings, projects or enterprises in which or for the prosecution of which or on the security whereof or of any projects or emoluments derivable therefrom, the company shall have invested money provided capital or engaged its credit.

46. Insurance Advisory Board

Establishing instrument: Insurance Companies

Act Cap 487 Laws of Kenya

Objectives for which Parastatal was established:

- To advise the minister on any appeal lodged in respect of a rejection or concentration of a license.
- To advise the minister on the general operation of this ordinance and of any regulations made thereunder.

47. Kenatco Transport Company Ltd.

P. O. Box 46991

Nairobi, Kenya

Telephone: 557177

Establishing instrument: Companies Ordinance

Act Cap 486 Laws of Kenya

Objectives for which Parastatal was established:

- To carry on all or any of the business of transport, cartage and haulage contractors, owners and charterers of road vehicles, aircrafts, ships and boats of every description; and carriers of goods and passengers by road, rail, water or air.
- To establish, acquire, maintain and operate transport services of every description both public and private and all services ancillary thereto and for such purpose or as independent undertaking to purchase, take in exchange, charter, hire, build, construct or otherwise acquire and to own, operate, work, manage, maintain, repair service, deal with road vehicles, aircrafts and vessels of every description, and parts thereof; and accessories and supplies thereof.
- To carry on the business as proprietors of garages and service stations for motor vehicles of all kinds and dealers in petroleum products, and other fuel oils, lubricants, paints, varnishes, and enamels, electric batteries, tools, maps, and motorist requirements of every description.
- To carry on all or any of the business of shippers, shipbrokers, forwarding transport and commission agents, custom agents, stevedores, haulers, warehousemen, storekeepers, public weighers, cargo superintendents, packers, manufacturers agents, insurance agents, and advertising agents, land estate agents and auctioneers.
- To undertake and transact all kinds of agency business.

48. Kenya Agricultural Research Institute
 P. O. Box 30148
 Nairobi, Kenya
 Telephone: 2121 Kabete
 Establishing instrument: Kenya Agricultural Research Institute
 Act Cap 250 Laws of Kenya
 Objectives for which Parastatal was established:
 - To carry out research in the fields of veterinary science, forestry, and agriculture.
 - To cooperate with any organization and institutions of higher learning in training programs.
 - To cooperate with other research bodies within or outside Kenya carrying out similar research.
 - To cooperate with responsible ministry council and relevant research committee with respect to research policies and priorities.
49. Kenya Airways Limited
 P. O. Box 14002
 Nairobi, Kenya
 Telephone: 822203, 822171
 Establishing instrument: Companies
 Act Cap 486 Laws of Kenya
 Objectives for which Parastatal was established:
 - To carry on the business as carriers by air of passengers and goods in Kenya and elsewhere.
 - To undertake or provide such other services facilities or business as the company may consider from time to time conducive to the promotion or better carrying out of its air transport operations, including without prejudice to the generality of the foregoing.
 - The carriage of passengers and goods by land and sea by any means, catering and hold services and establishments and all classes of engineering manufacturing and merchandising facilities and activities.
 - To acquire and modify and develop property and right of any kind and subject to any conditions or liabilities and to enter into or procure the grant of any contracts, licenses, charters, concessions, or other instruments or rights whatsoever that may be necessary or desirable to secure, promote or protect the company's business or undertaking or otherwise in connection with any of the objects of the company.
 - To contribute, subsidize or otherwise assist or take part in any development undertaking or activity likely to benefit the company directly or indirectly.
50. Kenya Bureau of Standards
 P. O. Box 54974
 Nairobi, Kenya
 Telephone: 336628, 336210
 Establishing instrument: East Africa Industrial Licensing Ordinance
 Act Cap 496 Laws of Kenya

50. (continued)

Objectives for which Parastatal was established:

- To provide for the orderly promotion and development of certain industries by means of industrial licensing.

51. Kenya Cargo Handling Services

P. O. Box 95137

Mombasa, Kenya

Telephone: 25955

Establishing instrument: Companies Ordinance

Act Cap 486 Laws of Kenya

Objectives for which Parastatal was established:

- To enter into and carry into effect an agreement with the Kenya ports authority.
- To perform interalia stevedoring (loading, and unloading of ship), lightering (making the port fit for use), shorehandling and warehousing of imports and exports at Mombasa Port as contractor for the said authority.
- To make any further agreements or arrangements with the Kenya ports authority or any body or persons for the performance of the same or any similar work services, or other activities authorized by the memorandum at the same or any other places in Kenya or beyond.
- To acquire, modify and improve property and rights of any kind and subject to any conditions or liabilities and to enter into or procure the grant of any contracts, licenses, charters, concessions or other instruments or rights whatsoever that may be necessary or desirable to secure, promote or protect the company's business or undertaking or otherwise in connection with any of the objects of the company.

52. Kenya Cashew Nuts Ltd.

Establishing instrument:

Objectives for which Parastatal was established:

- To process cashew nuts, i.e., weigh, remove dust, sand and foreign matter, and finally empty nuts.
- To roast, shell, and detach shell, dry, peel, grade and pack.

53. Kenya Commercial Bank Ltd.

P. O. Box 48400

Nairobi, Kenya

Telephone: 336681

Establishing instrument: Banking

Act Cap 488 Laws of Kenya

Objectives for which Parastatal was established:

- To accept deposits of money from the public repayable on demand or after a fixed period or after notice.
- Employing of such deposits in whole or in part by lending or any other means for the account and at the risk of the person accepting the deposits, paying and collecting of cheques.

54. Kenya Co-operative Creameries Ltd.

P. O. Box 30232

Nairobi, Kenya

Telephone: 557444

Establishing instrument: Companies Act and Co-operative Societies
Act Cap 4868490

Objectives for which Parastatal was established:

- To carry on the business of dairy farmers, milk and ice cream vendors, manufacturers of butter, ice, cheese and other dairy products and of ham and bacon curers.
- To deal in livestock implements and all kinds of farm and dairy produce.
- To carry on the business of storekeeper in manufacture and to deal in goods stores, consumable articles, chattels and effects of all kinds of agency business.
- To engage in any business or transaction which may seem to the company directly or indirectly conducive to the interest or convenience of the company members.
- To act as inspectors of farms, lands and properties wheresoever situated with the object as ascertaining what if any part of such lands and properties are suitable for carrying on thereon the business of dairy farmer.

55. Kenya Cultural Center Council

Establishing instrument: Kenya Cultural Center Council

Act Cap 218 Laws of Kenya

Objectives for which Parastatal was established:

- To determine the policy of the Kenya Cultural Center Board to give directions with regard to: finance buildings and the management and use thereof and the commercial management of any theatrical or other undertaking sponsored by the Cultural Center.
- To determine the policy and give directions with regard to maintenance and improvements, acquisition, sale and leasing or letting or disposition of property movable or immovable.
- To raise funds by mortgage or otherwise.
- To invest funds in such securities as the council may authorize out of the Cultural Center fund.
- To employ, remunerate or dismiss a director or staff and servants of the Cultural Center.
- To appoint auditors for the funds by the Cultural Center.

56. Kenya Dairy Board

P. O. Box 30406

Nairobi, Kenya

Telephone: 336070

Establishing instrument: Dairy Industry

Act Cap 336 Laws of Kenya

Objectives for which Parastatal was established:

- To organize, regulate, develop the efficient production, marketing, distribution and supply of dairy produce, having regard to various types of dairy produce required by different classes of consumers.

56. (continued)
- To improve the quality of dairy products.
 - To secure reasonable and stable prices to products of the Dairy Board.
 - To promote market research in relation to dairy produce.
 - Generally to insure either by itself or in association with any government department or local authority, the adoption of measures and practices designed to promote greater efficiency in the dairy industry.
57. Kenya External Telecommunications Company Ltd.
P. O. Box 30099
Nairobi, Kenya
Telephone: 334475
Establishing instrument: The Companies Act
Act Cap 486 Laws of Kenya
Objectives for which Parastatal was established:
- To undertake in Kenya the business of external or overseas telecommunications common carrier and to that end to conduct telecommunication services of all kinds to such points outside Kenya as the company shall see fit.
 - To operate or provide such services and facilities ancillary to the foregoing as shall be considered desirable, including without limitation, the provision or authorizing of such services or facilities or an agency or licensing or subcontracting basis within and beyond Kenya.
 - To be the national body of undertakers of Kenya for the purposes of any international convention or arrangements relative to telecommunications where the company is so nominated for such purposes by or on behalf of the Government of Kenya, and to exercise any function related by or under such convention or arrangements.
58. Kenya Farmers Association
P. O. Box 35
Nakuru, Kenya
Telephone: 1113
Establishing instrument: Companies Act and Co-operative Societies Act Cap 4868490 Laws of Kenya
Objectives for which Parastatal was established:
- To buy, sell and deal in by wholesale or retail, maize, wheat, oat and other cereals and agricultural produce generally and in particular to sell and dispose of any cereals or other crops whether the property of the company or of others to carry on business as millers, warehousemen and dealers in all kinds of cereals and other agricultural produce and products as agents for and dealers in agricultural and other implements and machinery, sacks, twine and other goods.
 - To purchase or by other means acquire, hire, take on lease, and turn to account any freehold, leasehold, or other property for any estate or interest whatsoever and any rights or privileges or easements over or in respect of any property and any buildings, factories, mills, works, machinery, engines, rolling stock, plant, live or dead stock, or things and any real or personal property or rights whatsoever which may be necessary for or may

58. (continued)

be conveniently used with or may enhance the value of any other property of the company.

59. Kenya Film Corporation Ltd.

P. O. Box 30674

Nairobi, Kenya

Telephone: 26651, 331745

Establishing instrument: Companies Ordinance
Act Cap 486

Objectives for which Parastatal was established:

- To carry on business as distributors of buyers, sellers, merchants, and dealers in cinematographic films, records, tapes, and all other apparatus for recording events by means of sight and sound and all rights to produce, distribute or exhibit any show, entertainment or event by means of film records or such other apparatus as aforesaid.
- To carry on the business of making, producing, directing, processing, developing, printing, editing and finishing, exhibiting, distributing, renting and letting on, hire or otherwise.
- Exploiting thereof a cinematograph and television films and motion pictures and film subjects of all kinds, and to act as agents for the purchase, sale, hiring and exploitation thereof.
- To manufacture, buy, hire, sell, let on, produce or otherwise deal in cinematographic or television shows, exhibitions and entertainments or useful for the purpose of such shows, exhibitions, and entertainments.
- To carry on the business of owners and operators of film and sound studios and film processing laboratories for the production of recording of every description, and the carrying out of all processes, and work connected with cinematograph, television and other films or sound recording of every type and to operate, use, rent, let on, hire, manage and otherwise turn to account any such studios or laboratories.

60. Kenya Fishing Industries Ltd.

P. O. Box 4552

Nairobi, Kenya

Telephone: 29566

Establishing instrument: Fish Industry
Act Cap 378 Laws of Kenya

Objectives for which Parastatal was established:

- To carry on research and experiments either alone or in cooperation with others.
- To provide or acquire, equip and operate vessels or plants, and give financial assistance to others carrying on research or experiments.
- To encourage persons engaged in the fish industry to make arrangements on a co-operative, voluntary basis for the selling of fish and the buying of equipment, supplies; and to give financial or other assistance in research.

61. Kenya Meat Commission

P. O. Box 30414

Nairobi, Kenya

Telephone: 29736

Establishing instrument: Kenya Meat Commission Act
Act Cap 363 Laws of Kenya

Objectives for which Parastatal was established:

- To establish a commission to purchase cattle and smallstock and to acquire, establish and operate abattoirs, heat works, cold storage concerns and refrigerating works for the purpose of slaughtering cattle and smallstock, processing by-products, preparing products, preparing hides and chilling, freezing, canning and storing beef, mutton, poultry and other meat foods for export or for consumption within Kenya, and to confer certain exclusive rights upon the said commission and for other purposes incidental thereto and connected therewith.

62. Kenya Industrial Estates

P. O. Box 18282

Nairobi, Kenya

Telephone: 555511

Establishing instrument: The Companies Ordinance
Act Cap 486 Laws of Kenya

Objectives for which Parastatal was established:

- To acquire by direct grant, purchase, lease, exchange or otherwise, land, buildings, and property of any tenure and any interest, any rights over or connected with land, buildings and other property for the purpose of establishment of industrial estates.
- To develop land and buildings belonging to, leased by, or otherwise under the control of the company by clearing, leveling, draining and otherwise preparing building sites, demolishing existing buildings, constructing roads, sewers, reconditioning, altering, extending, improving, decorating, equipping, furnishing and maintaining factories, workshops, offices and other buildings.
- Granting leases, licenses to use and other rights of occupancy or use of such factories, workshops and other buildings.
- To administer industrial estates and provide technical and administrative services, libraries, reading rooms, restaurants, recreation rooms, and other services and facilities of every description to and for use of tenants, occupiers and users of factories, workshops and other premises on industrial estates owned, operated or administered by the company.

63. Kenya Industrial Research and Development Institute

P. O. Box 36650

Nairobi, Kenya

Establishing instrument: Kenya Industrial Research & Development
Institute, Act Cap 250 Laws of Kenya

Objectives for which Parastatal was established:

- To carry out research in the field of industrial and allied technology, including civil engineering, mechanical engineering, textile technology, electrical engineering, mining, power resources,

63. (continued)
 chemical engineering, industrial chemistry, ceramics and clay technology.
- To co-operate with other organizations and institutions of higher learning in training programmes and on matters of relevant research.
 - To lease with other research bodies within or outside Kenya carrying out similar research.
 - To disseminate research findings.
 - To co-operate with the responsible minister, council and relevant research committee in matters of research policies and priorities.

64. Kenya Literature Bureau

P. O. Box 30022

Nairobi, Kenya

Telephone: 26411

Establishing instrument: Kenya Literature Bureau

Act Cap 209 Laws of Kenya

Objectives for which Parastatal was established:

- To carry on the business of publishing, printing, and distribution of literary, educational, cultural, scientific books, periodicals, journals, magazines.
- To acquire copyrights in and rights to licenses over literary works.
- To promote through appropriate government agencies the production of low cost adult literacy, educational, cultural and scientific literature and materials and make them available for distribution.
- To promote, encourage, assist authors through financial incentives or otherwise to publish scholarly works.
- To make available for general readership through translation from foreign to local languages works of interest and value to the public.
- To organize competitions in respect of literary contributions suitable to publication by the bureau and grant prizes or rewards.
- To cooperate with other bodies engaged in publishing, printing, and distribution of books, periodicals, journals and magazines.
- To publish, print and sell educational materials at reasonable prices; to make them available to schools and other educational institutions.

65. Kenya Marine and Fisheries Research Institutes

P. O. Box 31651

Mombasa, Kenya

Telephone: 4713066

Establishing instrument: Kenya Marine and Fisheries Research

Institutes, Act Cap 250 Laws of Kenya

Objectives for which Parastatal was established:

- To carry out research in marine and freshwater fisheries, aquatic biology, including environmental and ecological studies, marine research including chemical and physical oceanography.

65. (continued)

- To co-operate with other organizations, institutions of higher learning in training programs.
- To unite with other research bodies within or outside Kenya carrying out similar research.
- To disseminate research findings.
- To co-operate with responsible ministry (fisheries) and relevant research committees in matters of research policies.

66. Kenya Medical Research Institute

P. O. Box 54840

Nairobi, Kenya

Telephone: 335855

Establishing instrument: Kenya Medical Research Institute

Act Cap 250 Laws of Kenya

Objectives for which Parastatal was established:

- To carry out research in the field of biomedical sciences.
- To cooperate with other organizations and institutions of higher learning in training programs and in matters relevant to research.
- To merge with other research bodies within and outside Kenya carrying out similar research.
- To disseminate research findings.
- To cooperate with the responsible ministry and the relevant research committee in matters of research policies and priorities.

67. Kenya National Assurance Company Ltd.

P. O. Box 20425

Nairobi, Kenya

Telephone: 338680

Establishing instrument: Companies

Act Cap 486 Laws of Kenya

Objectives for which Parastatal was established:

- To carry and undertake in Kenya and elsewhere throughout the world, either by themselves or through agency, medium of any company, corporation firm or person, the business of insurance and re-insurance in all its branches and to insure or guarantee against loss or damage of any kind arising from any risk or contingency whatsoever and in respect of any matter whatsoever to grant policies, tickets or other instruments of insurance, assurance, guarantee and indemnification of any kind whatsoever.
- To provide for accident, employers liability, public liability, workmen's compensation, motor transport, burglary, theft, robbery, fidelity contract, guarantee capital redemption, leasehold redemption, and other insurance and annuity business in all their forms and branches, including with profit, business and any other business usually or commonly carried on by Life Assurances Act (Cap 487) and the business of underwriting and shipping agents and guarantee the due performance and discharge by receivers, officials, and other liquidators, committees, guardians, executors, administrators, trustees and other persons of their respective duties and obligations.

68. Kenya National Council of Social Services

P. O. Box 47628

Nairobi, Kenya

Telephone: 20376, 24105

Establishing instrument: Companies

Act Cap 486 Laws of Kenya

Objectives for which Parastatal was established:

- To promote, assist and encourage charitable endeavor in Kenya whether public or private and the effective and economical management and distribution of charitable funds with a view thereto in particular but without prejudice to the foregoing.
- To form a center of communication between approved charitable institutions working in Kenya and also between them and the central and local government authorities.
- To make all help given as effective as possible.
- To prevent overlapping and imposition.
- To facilitate co-operation between organizations and to further their better coordination.
- To consider matters of common interest and to hold conferences.
- To promote, assist and encourage the advancement of education in Kenya in and by means of the subjects of music, painting and drawing, sculpture, architecture, literature, drama, and other fine arts and by raising cultural standards.
- To improve the health and temperance of the community and with a view to promote, encourage, and provide facilities for recreation and leisure time activities.
- To provide administrative services, a bureau of information and an employment exchange for social workers.
- To organize or be associated with the organization of schemes for training social workers whether voluntary or paid and to give advice upon such schemes.
- To promote all objectives for the benefit of the community which now are or hereafter may be deemed by law to be charitable.

69. Kenya National Federation of Cooperatives

P. O. Box 49766

Nairobi, Kenya

Telepone: 3321, 332107

Establishing instrument: Co-operative Societies Act

Act Cap 490 Laws of Kenya

Objectives for which Parastatal was established:

- To establish good and amicable relationship with the Kenya News Agency and the local press and maintain the popular program "Mshiriki na Ushrika" on V.O.K.
- To organize grassroots seminars for women co-operators.
- To organize a training seminar for co-operative education and publicity officers of the co-operative unions at the co-operative college.
- To sponsor management of co-operative unions for management seminars organized on regional basis and also sponsor selected committee members of its member bodies to attend overseas seminars and study tours.
- To run and maintain a printing press and train its employees at the Kenya Polytechnic to acquire skills in printing, graphics and other related fields.

69. (continued)
- To run an insurance agency which is to be registered as an Insurance Company and also run an audit service.
 - To distribute farm inputs through its merchandise section. These inputs include fertilizer and chemical hardwares.
70. Kenya National Horticultural Cooperative Ltd.
 P. O. Box 49062
 Nairobi, Kenya
 Telephone: 557522
 Establishing instrument: Co-operative Societies Act
 Act Cap 490 Laws of Kenya
 Objectives for which Parastatal was established:
- To promote the economic interests of its members in accordance with the cooperative principles and practices and provisions of the Act, the Rules and more particularly:
 - To act as agent for the member societies for marketing, processing, grading, packing and transporting their produce and taking up all other operations as may be necessary.
 - To promote good farming practices in accordance with the advice of the government departments to enable member societies to increase production, improve quality and standardize varieties of produce.
 - To distribute agricultural implements, insecticides, pesticides, fertilizers and seeds to member societies.
 - To grant loans and advance credit to member societies on the security of their produce.
 - To develop the spirit of self-help and cooperation among the member societies and settle all matters of common interest and assist in the organization of cooperative societies for affiliation.
 - To conduct research with a view to improve and maintain competitiveness in export markets and improve flow of market information.
 - To undertake all other such activities including borrowing of funds as are incidental and conducive to its objects.
 - To rent or run processing yards and cold storage, to facilitate storage, processing and marketing for member societies' produce.
71. Kenya National Library Services
 P. O. Box 30573
 Nairobi, Kenya
 Telephone: 29186, 338497
 Establishing instrument: Kenya National Library Services Board
 Act Cap 225 Laws of Kenya
 Objectives for which Parastatal was established:
- Functions of the board shall be to promote, establish, equip, manage, maintain, develop libraries in Kenya.
 - The Board shall have power for the purpose of carrying out its functions to do all such acts as appear to it to be necessary, desirable, advantageous or convenient for or in connection with carrying out of its functions.

72. Kenya National Trading Corporation

P. O. Box 30587

Nairobi, Kenya

Telephone: 27474, 336955

Establishing instrument: Companies Ordinance

Act Cap 486 Laws of Kenya

Objectives for which Parastatal was established:

- To carry on the business of importers and exporters of goods and to deal and trade in goods of all descriptions including local produce.
- To act as directors, managers, office managers, representatives, secretaries, registrars or other officers of the managing agents or transfer agents for any company firm, person or organization of any kind whatsoever.
- To undertake any duties and carry out any work incidental thereto or in relation to the management or provision of requisites or facilities for any business carried on by any such company, firm or person or organization, and also to undertake the office of the trustees, executor, administrator, receiver, treasurer, attorney and delegate for any company, firm person or organization of any kind whatsoever and any other offices or situations or trustees or confidence and to perform and discharge the duties and functions incidental thereto and generally to transact all kinds of trust and agency business.
- To act as employment agents and to act as employers of and supply the services of any technical professional or non-professional personnel, including secretarial, clerical, counting house and administrative personnel, copywriters and cleaners and other menial servants required for the carrying on of any businesses of any kind whatsoever.
- To acquire, purchase, lease, exchange or otherwise land building and immovable property of any tenure or description in Kenya or elsewhere in any part of the world and any rights over or connected with land and any estate or interest therein and to develop the resources of, manage, sell, lease, deal, and turn the same account in any manner as may seem expedient to carry on the business of proprietors, managers, lessors of offices, flats, houses or other premises or buildings.

73. Kenya Pipeline Company

P. O. Box 7394

Nairobi, Kenya

Telephone: 335666

Establishing instrument: Companies Ordinance

Act Cap 486 Laws of Kenya

Objectives for which Parastatal was established:

- To build a pipeline for the conveyance of petroleum or petroleum products from Mombasa to Nairobi for the account of the company and for that of others and any other pipeline in East Africa.
- To own, manage or operate such pipelines and any other pipelines whether or not built by the company and all ancillary pumping, storage and other facilities and such other plant equipment and installations movable and immovable as the company may consider desirable to manufacture, construct and maintain or modify any of the same.

73. (continued)

- To market, process, treat and deal in petroleum products and other products by the company and to provide transport and other distributive facilities outlets and services in connection therewith.

74. Kenya Planters Co-operative Union

F. O. Box 72300

Nairobi, Kenya

Telephone: 28761

Establishing instrument: Kenya Planters Co-operative Union
Act Cap 868490 Laws of Kenya

Objectives for which Parastatal was established:

- To purchase coffee berries, store and process them and make them ready for export in overseas markets.
- To pass on to coffee growers the proceeds of their coffee.
- To process cherry coffee.
- To manage and act as advisors to coffee estates under the co-operative movement.
- To give financial assistance for the construction of large dams, building of estates factories, drying units and stores and for the purchase of tractors and machinery.

75. Kenya Polytechnic Board

Establishing instrument: Education Act

Act Cap 218531 Laws of Kenya

Objectives for which Parastatal was established:

- To govern the Polytechnic in accordance to the provisions of this Act.
- To appoint a principal within the approval of the minister.
- To appoint a suitable teaching and non-teaching staff.
- Request the minister to terminate the secondment any person seconded to the service of the Board by a resolution passed by not less than two thirds of the governors present and voting at a special meeting.
- To have the general direction and curriculum of the Polytechnic.
- To receive all fees payable to or in respect of students, all grants made out of public funds whether for capital or revenue purposes and any subscriptions, donations or bequests for the benefit of the Polytechnic.
- Pay all expenses connected with the Polytechnic including the salaries of the Principal and teaching and non-teaching staff.
- To determine the scales of fees and hostel charges payable by or in respect of students at the Polytechnic and prescribe the conditions under which fees may be remitted in whole or in part.
- To provide bursaries or scholarships to assist in the education, maintenance, transport of students who are undergoing courses of instructions at the Polytechnic and prescribe conditions under which they are to be granted or withdrawn.

76. Kenya Port Authority

P. O. Box 95009

Mombasa, Kenya

Telephone: 21211

Establishing instrument: Kenya Ports Authority
Act Cap 391 Laws of Kenya

Objectives for which Parastatal was established:

- To maintain, operate, improve and regulate the Ports of Mombasa, Funzi, Kilifi, Kiunga, Lamu, Mtwapa, Shimoni, and Vanga.
- To construct, operate, maintain beacons and other navigation aids.
- To construct new ports to carry on the business of stevedore, wharfinger, or lighterman to act as warehousement and to store goods whether or not they have or are to be handled as cargo or charged by the authority.
- To act as carriers of goods or passengers by land or sea to the extent determined by the minister.
- To consign goods on behalf of other persons to any place whether within Kenya or elsewhere.

77. Kenya Post Office Savings Bank

P. O. Box 30313

Nairobi, Kenya

Telephone: 26972

Establishing instrument: Post Office Savings Bank Ordinance
Act Cap 501 Laws of Kenya

Objectives for which Parastatal was established:

- To provide a ready means for the deposit of savings and so to encourage thrift. The savings bank may not be used for the purpose of keeping a current account and the postmaster general may close any account if he has reason to believe that the depositor has knowingly used the savings bank for a purpose for which it was not intended.

78. Kenya Posts and Telecommunications Corporation

P. O. Box 30301

Nairobi, Kenya

Telephone: 27901

Establishing instrument: Kenya Posts and Telecommunications
Corporation, Act Cap 411 Laws of Kenya

Objectives for which Parastatal was established:

- To establish and operate postal services and to perform incidental services relating to the receiving and collecting, sending, dispatching and delivering posted articles.
- To establish and operate money order services and to perform services relating to issuing, receiving and paying of money orders.
- To establish and operate telephone services and perform services of installing and maintaining telephone operators.
- To establish and operate telegraph services and perform services of receiving, collecting, dispatching and delivery of telegrams.
- To establish and operate radio communication services, to regulate and control radio communications and to provide, install, and maintain the equipment for any other person authorized to operate radio communications.

79. Kenya Railways Corporation

P. O. Box 30121

Nairobi, Kenya

Telephone: 30121

Establishing instrument: The Kenya Railways Corporation
Act Cap 397 Laws of Kenya

Objectives for which Parastatal was established:

- To carry goods and passengers by railroad and inland waterways in Kenya.
- To provide and use Kenya vessels for the towage, protection and or salvage of life and property, for the carriage of goods and passengers.
- To store goods within Kenya whether or not such goods have been or are to be carried by the corporation.
- To consign goods on behalf of other persons from any place within Kenya and other places inside Kenya or elsewhere.
- To provide within Kenya both for the passengers carried by the corporation and other persons, hotels and other living accommodations and places of refreshments.
- To construct or improve any railway, inland waterways port, ferry, road, bridge, building or any other necessary or desirable works as required by the corporation.
- To operate trains and to acquire, construct, manufacture, maintain or repair anything required for the purposes of the corporation.
- To acquire, construct, manufacture, maintain or repair waterways or electric generating plants or any other works considered necessary or desirable for the supply or transmission of water or electric energy.
- To determine, impose and levy rates, fares, charges, dues or fees for any service performed by the corporation or for the use by any person of the facilities provided by the corporation or for the grant to persons of any license, permit, or certificate.
- To enter into consignment with the Kenya ports authority to promote or secure the provision of any service or facilities which they may separately provide.

80. Kenya Re-insurance Corporation

P. O. Box 30271

Nairobi, Kenya

Telephone: 382690

Establishing instrument: Re-insurance Corporation of Kenya
Act Cap 485 Laws of Kenya

Objectives for which Parastatal was established:

- To undertake, carry on and transact in any manner whatsoever, whether in Kenya or elsewhere, the business of insurance and re-insurance of all kinds, classes, nature and descriptions whatsoever.

81. Kenya Tea Development Authority

P. O. Box 30213

Nairobi, Kenya

Telephone: 21441

Establishing instrument: Agriculture Act
Act Cap 318 Laws of Kenya

82. Kenya Tourism Development Corporation
 P. O. Box 42013
 Nairobi, Kenya
 Telephone: 23488
 Establishing instrument: Kenya Tourism Development Corporation
 Act Cap 382 Laws of Kenya
 Objectives for which Parastatal was established:
 - Securing the investigation, formulation and carrying out of projects for developing of the tourist industry of Kenya.
83. Kenya Trypanosomiasis Research Institute
 P. O. Box 362
 Kikuyu, Kenya
 Telephone: 2106/2121
 Establishing instrument: Research Institute
 Act Cap 250 Laws of Kenya
 Objectives for which Parastatal was established:
 - To carry out research on human and animal Trypanosomiasis.
 - To cooperate with other organizations and institutions of higher learning in training programs.
 - To work with other research bodies within and outside Kenya carrying out similar research.
 - To cooperate with responsible ministry and the relevant research committee in matters pertaining to research policies and priorities.
84. Kenya Utalii College
 P. O. Box 31052
 Nairobi, Kenya
 Telephone: 2540 Ruaraka
 Establishing instrument: Hotel and Restaurant Act
 Act Cap 494 Laws of Kenya
 Objectives for which Parastatal was established:
 - To make provision for the licensing of hotels, hotel managers, and restaurants for the regulation of hotels and restaurants; for the imposition of a levy for training persons to be employed in hotels and restaurants; and for matters incidental to and connected with the foregoing.
85. Kerio Valley Development Authority
 P. O. Box 2660
 Eldoret, Kenya
 Telephone: 2574
 Establishing instrument: Kerio Valley Development Authority
 Act Cap 441 Laws of Kenya
 Objectives for which Parastatal was established:
 - To plan for the development of the area and initiate project activities and identities for such planning through government.
 - To initiate such studies and carry out such surveys of the area as necessary.
 - To assess alternative demands in the area on the resources of agriculture, forestry, wildlife and tourism, industries, electric power, and fishing.

85. (continued)

- To coordinate the various studies of resources within the area so that human, animal, water, land and other resources operate together to best advantage.
- To effect a program of both monitoring and initiating the performances of projects within the area.
- To cause the construction of any works necessary to the protection and utilization of the water and soils in the area.

86. Labour Advisory Board

Establishing instrument: Employment

Act Cap 226 Laws of Kenya

Objectives for which Parastatal was established:

- To advise the Minister of Labour upon matters connected within employment and labour.

87. Lake Basin Development Authority

P. O. Box 1516

Kisumu, Kenya

Establishing instrument: Lake Basin Development Authority

Act Cap 442 Laws of Kenya

Objectives for which Parastatal was established:

- To plan the development of the area and initiate project activities through the government.
- To develop an up-to-date development plan for the area.
- To examine the hydrological cycle, the subsequent ecological changes on the development programs and evaluate how they affect the economic activities of the persons dependent on the river and lake water environment.

88. Lake Victoria (South) Catchment Board

P. O. Box 1922

Kisumu, Kenya

Telephone: 40089, 40090

Establishing instrument: Water

Act Cap 372

Objectives for which Parastatal was established:

- To advise the Board on apportionment and use of existing and potential water supplies.
- The adjustment, cancellation, or alteration of any license, sanction or permit.

90. Landlord and Tenant (shops, hotels, catering establishments) Tribunal

Establishing instrument: Landlord and Tenant Tribunal

Act Cap 301 Laws of Kenya

Objectives for which Parastatal was established:

- To determine whether or not any tenancy is controlled tenancy.
- To determine or vary the rent payable in respect of any controlled tenancy.

90. (continued)

- To apportion the payment of rent payable under controlled tenancy among tenants sharing the occupation of the premises comprised in controlled tenancy.
- To fix the amount of service charge where the rent chargeable includes such a payment.
- To make orders upon such terms and conditions as it thinks fit for the recovery of possession and for the payment of arrears of rent and reserve profits and this order can be applicable to any person, tenant or not, provided at any material time he occupied the premises comprised in a controlled tenancy.
- To make orders permitting landlord to excise vacant land out of the premises for the purposes of enabling additional buildings to be erected.
- To have any required repairs carried out at the cost of the landlord who has failed to carry out such repairs and if he fails to pay the cost to recover the cost by requiring the tenant to pay the rent to the Tribunal until the cost is covered.
- To permit the levy of distress for rent.
- To award compensation for any loss incurred by a tenant or termination of a controlled tenancy in respect of goodwill and improvements carried out by the tenant with the landlord's consent.
- To require a tenant or landlord to attend before the Tribunal and to require any tenant or landlord to disclose any information or evidence which the Tribunal considers relevant regarding terms and conditions of tenancies.
- To enter into and inspect premises comprised in controlled tenancy in respect of which reference has been made to the Tribunal.

91. Local Authorities Provident Fund Board

Establishing instrument: Local Authorities Provident Fund
Act Cap 272 Laws of Kenya

Objectives for which Parastatal was established:

- To supervise, control and manage all assets of the fund.
- To establish and operate in the name of the Board such bank accounts as it deems necessary.
- To invest the moneys of the fund which are not being required for any purpose at the time in securities or any form of property for which the trustees are authorized by law to invest.
- To maintain a profit and loss account to which the annual income from investments of the fund together with any profit or loss on realization of investment shall be carried to.
- To pay the total amounts standing to the credit of a contributor upon his death to the legal personal representative if the amount in the account exceeds five hundred shillings. If it is less it shall be paid to such person(s) as may be nominated by the contributor, or if such nomination has not been made to the person(s) appearing to the authority entitled to the personal estate of the contributor.

92. Local Government Loan Authority

Establishing instrument: Local Government Loans Ordinance
Act Cap 270 Laws of Kenya

Objectives for which Parastatal was established:

- To enter into contracts and to hold and dispose of property movable and immovable and may sue or be sued in its corporate name.
- To keep such capital, revenue and other accounts as the Minister for Finance may require and such accounts together with a balance sheet shall be audited annually by the controller and auditor-general.
- To administer the local government loans fund and to receive all such moneys as may be voted or appropriated by the legislature for the purposes of providing loans to local authorities.
- To receive all repayments of principal or interest made by any local authority on account of any loan made under this act.
- To incur and meet out of the fund all such administrative and other expenses as may be necessary.
- To determine the rate of interest to be paid on the principal of a loan made to the local authority or central housing board.
- To borrow such sums with the consent of the minister for finance as may be required by the authority.
- To establish and maintain such sinking funds as directed by the minister for finance.
- To invest any moneys in the fund and which is not immediately required for discharge.

93. Macmillan Library Board of Trustees

Nairobi, Kenya

Establishing instrument: Macmillan Memorial Library
Act Cap 217 Laws of Kenya

Objectives for which Parastatal was established:

- Absolute management and entire control of the trust fund including all libraries, buildings and other specific assets of whatsoever nature or kind to make, rescind or other such regulations as they may think fit.
- To impose such a charge for the admission to or for the use of, any buildings or libraries or for the use of books or other assets on all or any person entering or being the same respectively.
- To pay or apply any part of the trust fund not specifically granted or donated or set aside for some other special purpose, for the purchase or printing or publication of books, maps, pamphlets, manuscripts, reports, pictures, maps and other documents and such furniture and effects as to them may seem expedient from time to time to sell or otherwise dispose of any movable assets of whatsoever nature or kind (except those set aside for specific purposes).

93. (continued)

- To use the trust fund in acquiring by purchase or on lease or otherwise any freehold land for all or any of the purposes herein before declared or in erecting or pulling down or rebuilding or enlarging, improving or altering at any time and in furnishing or equipping the same.
- To sell, transfer, or exchange any land acquired (except that which is set aside for a special purpose) to buy in or resell the same without being responsible for any loss incurred, any money arising from such sale, transfer or exchange shall vest in the trust fund.
- To permit any buildings of the trust fund to be used either gratuitously or otherwise for lectures, classes, meetings, etc.

94. Medical Practitioners and Dentist Board

Establishing instrument: Medical Practitioners and Dentist Board
Act Cap 253 Laws of Kenya

Objectives for which Parastatal was established:

- To regulate the conduct of every registered medical practitioner and dentist in accordance to the provision of this act.
- To order the name of any medical practitioner or dentist registered or licensed under this act to be struck off the register or that his license be cancelled if found guilty of any infamous or disgraceful misconduct in a professional respect.
- To administer oaths and enforce the attendance of persons as witnesses and the production of books and documents for the purpose of proceedings at any inquiry.

95. Milling Corporation Industries Ltd.

P. O. Box 7353

Nairobi, Kenya

Telephone: 4801, 4802, 4803

Establishing instrument: Companies

Act Cap 486 Laws of Kenya

Objectives for which Parastatal was established:

- To carry on business of millers, cake and corn merchants, metal manufacturers, grain and seed merchants, flax and cotton merchants, flour merchants, bakers, biscuit makers, or merchants, manufacturers of cattle food and feeding and fattening preparations of every description, makers and manufacturers of artificial manures and fertilizers of every description, seed crushers and manufacturers of linseed, cotton and other cakes, oil extractors by crushing, chemical or other processes, hay, straw and fodder merchants, nurserymen, shipowners, lightermen, carriers by sea and land, dockowners, wharfingers, warehousemen, manufacturing chemists and druggists, varnish makers and tearing and saccharine manufacturers.
- To carry on all or any of the business of farmers, market gardeners, planters, growers, ranchers, and graziers, and to act as advisors, consultants, managers, managing and visiting agents, suppliers of goods and services of every nature and kind, and sponsors of and to farmers market gardeners, planters, growers, ranchers, and graziers.

95. (continued)

- To carry on business and to act as manufacturer representatives, merchants factors brokers, traders and commission agents and to import or export, buy, sell or otherwise deal in all kinds of merchandise, live or dead stock and other goods and produce.

96. Mombasa Pipeline Board

P. O. Box 53547

Nairobi, Kenya

Telephone: 33840

Establishing instrument: Mombasa Pipeline Ordinance
Act Cap 373 Laws of Kenya

Objectives for which Parastatal was established:

- To supply water in bulk to such water undertakers as the minister may after consultation with the board by notice in the gazette estimate in that behalf.
- To supply water in bulk or otherwise to such persons or class of persons as the minister may after consultation with the board by notice in the gazette designate in that behalf.
- To do all such things as may be necessary or advantageous for securing an adequate supply of water.
- To apply for and obtain all such licenses, permits and other authorities as may be required by the provisions of any written law or as may be desirable.

97. Mombasa Technical Board

Establishing instrument: Education Act

Act Cap 218 & 531 Laws of Kenya

Objectives for which Parastatal was established:

- To appoint a principal of the Institute.
- To appoint a suitable teaching and non-teaching staff.
- By a resolution formed by no less than two-thirds of the governors present and voting at a special meeting, request the minister to terminate the secondment of any person seconded to the service of the board.
- To regulate the admission and exclusion of students and to look into the general direction of the conduct and curriculum of the Institute.
- To prepare annual estimates of purchase and expenditures as may be requested by the minister.
- To receive fees, payable by, or in respect of students, all grants made out of public funds whether for capital or revenue purposes and any subscriptions, donations or bequests made to the Institute.
- Appeal to the public for subscriptions, donations or bequests for the benefit of the Institute.
- To pay all expenses including salaries connected with the Institute.
- Determine the scale of fees payable and listed charges by or in respect of students at the Institute and prescribe the conditions under which fees may be remitted in whole or in part.

97. (continued)
- Provide bursaries or scholarships to assist in the education, maintenance and transport of students at the Institute and prescribe conditions under which they are to be granted or withdrawn.
98. Mumias Sugar Company, Ltd.
P. O. Private Bag
Mumias, Kenya
Telephone: 45/6/7/8/9, 50
Establishing instrument: Companies Ordinance
Act Cap 486 Laws of Kenya
- Objectives for which Parastatal was established:
- To carry on the business of manufacturers of and dealers of sugar, various grades and types and other products of sugar cane, by-products of such manufacturers and material, chemical commodities and things of every description derived or manufactured from sugar or any such product or by-product or in the manufacture of which the same or any of them are used to manufacture, refine, prepare for market and deal with and in sugar and all other products of the company.
 - To carry on the business of sugar planters and producers of sugarcane, farmers, ranchers, stockbreeders, graziers, and growers, and producers of livestock and products of the soil.
 - To breed, raise, plant, cultivate, grow, process, blend, prepare for market, import, export, buy, sell and otherwise deal with and in the same products.
 - To purchase or otherwise acquire or take on lease any land or property for any estate or interest whatsoever and any rights, privileges or easements over or in respect of any property.
99. National Agricultural Chemical and Fertilizers Ltd.
P. O. Box 59445
Nairobi, Kenya
Telephone: 338521
Establishing instrument: Companies Ordinance
Act Cap 486 Laws of Kenya
- Objectives for which Parastatal was established:
- To construct fertilizer factories, to produce initially 200,000 tons of various fertilizer grades required in the country.
 - To act as importers and exporters of fertilizer compounds and all chemicals of all description, and to manufacture, buy, sell and deal in fertilizers, and chemicals, agricultural machinery, equipment and all kinds of appliances.
100. National Bank of Kenya (Ltd.)
P. O. Box 41862
Nairobi, Kenya
Telephone: 26471
Establishing instrument: Banking
Act Cap 488 Laws of Kenya
- Objectives for which Parastatal was established:
- Accept deposits of money from the public repayable on demand or after a fixed period or after notice.

100. (continued)

- Employ such deposits in whole or in part by lending or any other means for the account and at the risk of the person accepting the deposits.
- To pay and collect cheques.

101. National Cereals and Produce Board

P. O. Box 30586

Nairobi, Kenya

Telephone: 555288

Establishing instrument: The Agricultural Produce Marketing
Act Cap 320 Laws of Kenya

Objectives for which Parastatal was established:

- To control and regulate the marketing of agricultural produce.
- To give directions to any producer as to the method of collection, movement, drying, storage, processing and marketing of any regulated produce.
- Subject to the approval of the minister for the time being responsible for agriculture to give directions to any producer as to the method of sowing, planting, cultivation charges of any regulated produce.
- To order that any regulated produce be crated, packed or marketed in such a manner as the board may direct.
- To act as the agent or agency of any person or body empowered by or under any law for the time being in force to market or to control or regulate the marketing of the produce.
- To buy or otherwise acquire such quantities of regulated produce for sale or storage and to sell or otherwise acquire such quantities of regulated produce for sale or storage and to sell or otherwise dispose of such stocks.
- To make rules regulating the terms and conditions of delivery and of sale or disposal of any or of all regulated produce.
- To carry out or enter into contracts for carrying out any work in connection with handling, milling, treating, storing, processing, purchase, sale, import or export of any or of all regulated produce.

102. National Construction Corporation

P. O. Box 30201

Nairobi, Kenya

Telephone: 556464, 55455

Establishing instrument: African Assurance and Provident
Corporation, Act Cap 493 Laws of Kenya

Objectives for which Parastatal was established:

- To promote, assist and develop the construction industry.
- To engage in the construction industry.
- To manufacture or deal in plant, tools, materials, machinery and equipment used in connection with the construction industry.
- To establish, equip and maintain educational and training establishments for the benefits of persons employed or to be employed in the construction industry.
- To furnish managerial, technical and administrative advice.
- To enter into partnership with or acquire the whole or any part of interest in any company or firm.

102. (continued)

- To invest money and to place money on interest bearing deposit with any public body with permission from the treasury to award contract through a works committee.

103. National Council for Science and Technology

P. O. Box 30623

Nairobi, Kenya

Telephone: 336173

Establishing instrument: Science & Technology

Act Cap 250 Laws of Kenya

Objectives for which Parastatal was established:

- To determine priorities for scientific and technological activities in Kenya in relation to the economic and social policies of the government and its international commitments.
- To advise the government on a national science policy including general planning and the assessment of the requisite financial resources.
- To ensure the application of the results of scientific activities to the development of agriculture, industry and social welfare in Kenya.
- To advise the government on the scientific and technological requirements for the conservation of the natural and social environment in Kenya.
- To ensure cooperation and coordination between the various agencies involved in the machinery for the making of the national science policy.
- To promote public confidence in scientific expenditure and an atmosphere conducive to scientific activities.
- To consider and advise generally on the application of results of research transfer of technology into agriculture and industry, scientific and technical manpower (actual and potential) scientific research-oriented and non-oriented, and technology science and education, both on advanced and lower levels, scientific documentation, statistics, surveys and general information.
- To advise on suitable organizational arrangements for planning, managing and coordinating scientific activities at various levels.
- To advise the government on the overall financial requirements for the implementation of a national science policy.
- To sponsor national and international scientific conferences.

104. National Hospital Insurance Advisory Council

Establishing instrument: National Hospital Insurance

Act Cap 255 Laws of Kenya

Objectives for which Parastatal was established:

- To advise and assist the minister in connection with the implementation of this act. The act establishes a national hospital insurance fund, to provide for contributions to and the payment of benefits out of those funds. It also establishes a national hospital (voluntary) insurance fund.

105. National Housing Corporation

P. O. Box 30257

Nairobi, Kenya

Telephone: 331205

Establishing instrument: Housing

Act Cap 117 Laws of Kenya

Objectives for which Parastatal was established:

- To hold and dispose of property both movable and immovable. The corporation may from the housing fund and from time to time, in manner provided by this act, lend or grant money to any local authority to enable it to exercise any powers conferred upon it by this act, make loans to any company, society or individual person to enable such to acquire land and construct approved dwellings or carryout approved schemes.
- To make loans to organizations established for promoting the development of housing.
- To construct dwellings, carry out approved schemes and lay out and provide services for approved schemes.
- To acquire and maintain any land or building or estate or interest therein for any purpose of this act.
- To undertake and encourage research and experiment in housing related matters, and undertake and encourage the connection and dissemination of information concerning housing and related matters.
- Take part in housing, exhibitions and other forms of publicity.
- Perform such duties connected with housing as the minister may direct.

106. National Industrial Training Council

Nairobi, Kenya

Establishing instrument: The Industries Training

Act Cap 237 Laws of Kenya

Objectives for which Parastatal was established:

- To investigate and make recommendations to the labour commissioner on any matter concerning the regulation of the training of apprentices, and other persons in industry.
- To investigate any dispute or other matter arising out of a contract of apprenticeship or indentured learnership referred to it by the director and endeavor to settle such disputes amicably.
- To insure an adequate supply of properly named manpower at all levels in industry.
- To ensure the greatest possible improvement in the quality and efficiency of industrial training.
- To share the cost of training as evenly as possible between employers.

107. National Irrigation Board

P. O. Box 30372

Nairobi, Kenya

Telephone: 333

Establishing instrument: Irrigation

Act Cap 347 Laws of Kenya

107. (continued)

Objectives for which Parastatal was established:

- The Board shall be responsible for the development, control and improvement of national irrigation schemes in Kenya.
- The Board shall have and may exercise all such powers as are necessary to enable it to perform its functions under this Act.

108. National Social Security Council

Establishing instrument: National Social Security Fund
Act Cap 258 Laws of Kenya

Objectives for which Parastatal was established:

- To give advice and assistance to the minister in connection with the implementation of this Act.
- To establish a national social security fund and to provide for contributions to and the payment of benefits out of the fund.

109. North Uaso-Nyiro Water Catchment Board

P. O. Box 410

Embu, Kenya

Telephone: 154, 145

Establishing instrument: Water

Act Cap 372 Laws of Kenya

Objectives for which Parastatal was established:

- To advise the board on the apportionment and use of existing and potential water supplies.
- The adjustment, cancellation or alteration of any license, sanction or permit.

110. Nurses, Midwives and Health Visitors Council

Establishing instrument: Nurses, Midwives and Health Visitors
Act Cap Laws of Kenya

Objectives for which Parastatal was established:

- To maintain and improve the standards of the professions of nursing, midwifery and health visiting and to safeguard the interests of nurses, midwives and health visitors.
- To make provision for the training and instruction of persons seeking registration or enrollment under this act.
- To prescribe and regulate syllabuses of instructions and courses of training for persons seeking registration or enrollment under this act.
- To prescribe and conduct examinations for persons seeking registration orientation under this act.
- To prescribe badges, insignia or uniforms to be worn by persons registered and enrolled under this act.
- To have regard to the conduct of persons registered or enrolled under this act and to take such disciplinary measures as may be necessary to maintain proper standard of conduct.
- To advise the minister on matters concerning nursing, midwifery and health visitors.
- To direct computation and maintenance of registers and rolls.

111. Nzoia Sugar Company Ltd.

P. O. Box 72339

Nairobi, Kenya

Telephone: 26429

Establishing instrument: Companies' Ordinance
Act Cap 486 Laws of Kenya

Objectives for which Parastatal was established:

- To manufacture sugar from sugarcane and for that purpose to establish a sugar factory in Nzoia, Kenya.
- To establish and manage sugar cane plantations and assist others to do so.
- To undertake or procure or assist the undertaking of other agricultural and industrial activities and of waterworks, townships, and facilities there for shops and trading undertakings, transport and transmission, communication systems, electricity and other energy generation quarries, mines, mills and the working of all natural resources and any form of commercial or social or welfare activity and technical and other forms of research.

112. Pan African Dried Vegetable Products

P. O. Box 248

Naivasha, Kenya

Telephone: 161

Establishing instrument: Pan African Dried Vegetable Products
Act Cap 484 Laws of Kenya

Objectives for which Parastatal was established:

- Oriented towards the processing of dehydrated vegetation products for both domestic and overseas markets.
- Bringing any such arrangements into petition to promote the export of fish by establishing or by encouraging and giving financial or other assistance in the establishment of selling agencies and research facilities outside Kenya.
- To provide or acquire and equip fishing vessels to be operated under charter from the government.
- To provide or acquire, equip and operate plants for processing fish in Kenya.

113. Pharmacy and Poisons Board

Establishing instrument: Pharmacy and Poisons
Act Cap 244 Laws of Kenya

Objectives for which Parastatal was established:

- To appoint or terminate appointment of a registrar whose duty is to keep a registrar of pharmacists and to process any application of registration.
- To receive the presented fee of registration and issue a certificate of registration through the registrar.
- The board may after inquiring into any matter concerning criminal offence or professional misconduct within or outside Kenya in connection with any person applying for registration direct that the applicants name shall not be registered at all or until the board otherwise directs, advise the registrar to delete the name of a registered pharmacist.

113. (continued)

- Register and license premises for the pharmacist registered under this act, to carry on the business of a pharmacist.
- To prepare and submit to the minister a list of the substances which are to be treated as poisons under this act.
- To issue, renew and revoke the license of an authorized seller of poisons recommended to the minister to order.
- To prohibit or control the manufacture, sale, advertisement or possession of any secret, patent, proprietary or homeopathic medicine, preparation or appliance.

114. Pig Industry Board

P. O. Box 30028

Nairobi, Kenya

Telephone: 338340

Establishing instrument: Pig Industry Act

Act Cap 361 Laws of Kenya

Objectives for which Parastatal was established:

- The licensing of butchers and bacon factories.
- Advising the minister on any matter affecting the pig industry.
- The promotion and advancement of the pig industry.

115. Provincial Agricultural Board

Establishing instrument: Agriculture

Act Cap 318 Laws of Kenya

Objectives for which Parastatal was established:

- To advice and assist the Central Agriculture Board and to bring to the notice of that board any matter that needs its attention.
- To render assistance as may be required by the Agricultural Finance Corporation.
- To carry out development programs with the approval of the Central Agricultural Board.
- To recommend programs of production of essential crops like wheat, barley, oats, beans, millet, sorghum, rice, sunflowers, sugar cane and cattle and sheep products to the Central Agricultural Board for approval.

116. Provincial Land Control Appeal Board

Establishing instrument: Land Control

Act Cap 302 Laws of Kenya

Objectives for which Parastatal was established:

- To hear and determine all appeals made to it and make decisions which shall be final and conclusive and shall not be questioned in any court.

117. Public Health Standards Board

Nairobi, Kenya

Establishing instrument: Food, Drugs and Chemical substances
Act Cap 254 Laws of Kenya

117. (continued)

Objectives for which Parastatal was established:

- To advise the minister on matters affecting the regulations made under the food, drugs and chemical substances. These regulations are concerned with: Declaring that any food, drugs or chemical substance is adulterated if any substance or class of substances is present therein or has been added thereto or extracted or omitted therefrom, respecting: The labelling and packaging and the offering, exposing and advertising for sale of food, drugs, chemical substances, cosmetics and devices. The size, dimensions and other specifications of packages of food, drugs, chemical substances, cosmetics or device and, the use of any substances as an ingredient in any food, drug, chemical substance or cosmetic or device.
- To prevent the consumer thereof from being deceived or misled as to its quality, quantity, character, value, composition, effect, merit or safety, or to prevent injury to the health of the consumer.
- To advise the minister on the form of certificate specifying the result of analysis or examination carried out by a public analyses.

118. Pyrethrum Board of Kenya

P. O. Box 420

Nakuru, Kenya

Telephone: 3511

Establishing instrument: Pyrethrum

Act Cap 340 Laws of Kenya

Objectives for which Parastatal was established:

- Licensing of pyrethrum growers in accordance with the annual quota determined by the marketing board.
- Investigation and research into all matters connected with the agronomy of the pyrethrum industry.
- The negotiation of the transfer of any of the functions mentioned in paragraph (b) of this subsection to an East African organization approved for the purpose by the minister.

119. Radiation Board of Kenya

Nairobi, Kenya

Establishing instrument: The Radiation Ordinance

Act Cap 243 Laws of Kenya

Objectives for which Parastatal was established:

- To grant or refuse to grant licenses under the radiation ordinance and to impose conditions on any license so granted.
- To cancel, suspend or renew licenses issued under this ordinance.
- To control radioactive substances and irradiating apparatus from being manufactured or otherwise produced, sold or otherwise dealt in or with, being possessed, being improved or cause to be imported, being exported or cause to be exported without valid licenses.

119. (continued)

- To receive any prescribed fee for licenses and the license shall be valid unless cancelled or suspended for such period as the Board or licensing authority may determine.
- To appoint with the consent of the minister inspections to control the import, export, possession and use of radioactive substances and irradiating apparatus.

120. Rift Valley Water Catchment Board

P. O. Box 320

Nakuru, Kenya

Telephone: 41811, 41812

Establishing instrument: Water

Act Cap 382 Laws of Kenya

Objectives for which Parastatal was established:

- To advise the board on the apportionment and use of existing and potential water supplies.
- The adjustment, cancellation, or alteration of any license, sanction or permit.

121. The Road Authority

Establishing instrument: The Road Authority

Act Cap 401 Laws of Kenya

Objectives for which Parastatal was established:

- To formulate and be responsible for the execution of the policy in relation to the planning classification, siting, construction, reconstruction, discontinuance, diversion, improvement, maintenance and repair of all public roads.
- To conduct such research and experiment into road construction and road materials as may be considered desirable.
- To determine the priority which is to be given to any particular work of planning, construction, reconstruction, discontinuance, diversion, improvement, maintenance or repair relating to public roads.
- To advise local authorities on any matter relating to the planning classification, siting, construction, reconstruction, discontinuance, diversion, improvement, maintenance or repair of public roads.
- To render advice to the local authority concerned in all cases in which the payment of any money out of the fund has been granted or sanctioned for the construction, reconstruction, discontinuance, diversion, improvement, maintenance or repair of any public road and to exercise such powers of supervision and direction as may be necessary to ensure that the work is properly executed and the moneys derived out of the fund are utilized to the best advantage.
- To recommend to the Governor in council any new legislation or amendments to existing legislation, the introduction of which the authority considers necessary to enable it to carry out its duties.

122. Schools Boards of Governors

Establishing instrument: Education

Act Cap 211 Laws of Kenya

Objectives for which Parastatal was established:

- To exercise the duty of the management of the school or schools.
- To provide for the appointment and resignation of members and the continuity of the membership of the board.
- In the case of a board which is not a body corporate, vesting the movable and immovable property of the board in trustees incorporated under any law or in the public trustee.
- Application of all the income of the school to promoting the objectives of the school.

123. Settlement Fund Trustee

Establishing instrument: Agriculture

Act Cap 318 Laws of Kenya

Objectives for which Parastatal was established:

- To purchase, hold or manage and dispose of movable or immovable property.
- To administer the agricultural settlement fund on carrying on the business of agriculture or establishing permanent improvements on any land acquired by the Central Land Board and any other purpose laid down in section 109 of this act.
- To grant relief with regard for payment of capital of, and payment of interest on, advances and write off such debts as they may from time to time determine.
- To dispose of any surplus assets and pay the proceeds of any such disposal into the fund.
- To establish within the fund such reserves as may to them appear necessary.

124. Sisal Board of Kenya

P. O. Box 41179

Nairobi, Kenya

Telephone: 23457

Establishing instrument: Sisal Industry

Act Cap 341 Laws of Kenya

Objectives for which Parastatal was established:

- To promote the advancement and welfare of the sisal industry.
- To promote and undertake technical and scientific research in connection with the sisal industry.
- To approve contracts providing for standard conditions for the sale and purchase of sisal or sisal fiber.
- To control export of sisal or sisal fiber.
- To cooperate with all persons interested in the production and sale of sisal or sisal fiber.
- To render to persons engaged in the production and sale of sisal or sisal fiber such services as may be prescribed upon payment of such fees or other charges as may be prescribed.

124. (continued)
- To administer any moneys which may be placed at their disposal by this act or otherwise for all or any of the purposes stated in the act.
125. South Nyanza Sugar Company Ltd.
 P. O. Box 48979
 Nairobi, Kenya
 Telephone: 20795, 21380
 Establishing instrument: Companies Ordinance
 Act Cap 486 Laws of Kenya
 Objectives for which Parastatal was established:
- To manufacture sugar from sugar cane and for that purpose to establish a sugar factory at Nzola in Kenya.
 - To establish and manage sugar cane plantations and assist others to do so.
 - To undertake or procure or assist the undertaking of other agricultural and industrial activities of waterworks, townships and facilities, therefore shops, trading, undertakings, transport, transmission and communication systems, electricity and other energy generation quarries, mines, mills and the working of all natural resources and any form of commercial or social or welfare activity and technical and other forms of research.
126. Tana River Development Authority
 P. O. Box 47309
 Tana, Kenya
 Telephone: 332455
 Establishing instrument: Tana River Development
 Act Cap 493 Laws of Kenya
 Objectives for which Parastatal was established:
- To advise the government and ministries concerned on all matters affecting the development of the area including the apportionment of water resources.
 - To draw up and keep up to date a long range development plan for the area.
 - To initiate such studies and to carry out such surveys of the area as it may consider necessary.
 - To assess alternative demands within the area on resources including electric power generation, irrigation, wildlife land and other resources.
 - To coordinate the various studies and schemes within the area so that human, water, animal land and other resources are utilized to the best advantage.
 - To ensure close cooperation between all agencies concerned with the abstraction and use of water within the area.
 - To collect, assemble and correlate all such data related to the use of water within the area.
 - To maintain liaison between the government, the private sector and foreign agencies in the matter of development of the area with a view of limiting duplication of effort and assuring the best use of technical resources.
 - To render assistance to operating agencies in their applications for loan funds if required.

127. Tana Water Catchment Board

P. O. Box 410

Embu, Kenya

Telephone: 154, 145

Establishing instrument: Water

Act Cap 372 Laws of Kenya

Objectives for which Parastatal was established:

- To advise the Board on apportionment and use of existing and potential water supplies.
- The adjustment, cancellation or alteration of any license, sanction or permit.

128. Tea Board of Kenya

P. O. Box 20064

Nairobi, Kenya

Telephone: 20241

Establishing instrument: Tea

Act Cap 343 Laws of Kenya

Objectives for which Parastatal was established:

- To promote tea industry in Kenya.
- To carry out such activities as are necessary, advantageous, proper or for the benefit of the growers and the tea industry.
- Licensing of tea growers and tea factories.
- Regulation, control and improvement of the cultivation and processing of tea.
- Control of pests and diseases.
- Control of the export of tea
- Investigation of and research into all matters relating to the tea industry.

129. The Tea Research Foundation

Establishing instrument: The Companies Act

Act Cap 486 Laws of Kenya

Objectives for which Parastatal was established:

- To promote research into and investigate all problems relating to tea and such other crops and systems of husbandry as are associated with tea throughout Kenya, including the productivity quality, suitability of land in relation to tea planting and all matters ancillary thereto.

130. Teachers Service Commission

Establishing instrument: Teachers Service Commission

Act Cap 212 Laws of Kenya

Objectives for which Parastatal was established:

- To establish and maintain a teachers service adequate to the needs of public schools in Kenya.
- To recruit and employ registered teachers.
- To assign teachers employed by the commission for service in any public school.

130. (continued)

- To promote or transfer any such teacher.
- To terminate the employment of any such teacher.
- To delegate to any person or body with the consent of the minister any subject to any condition as he may impose any of its powers to employ, terminate, transfer or promote any teacher.
- To keep under review the standards of the education, training and fitness to teach appropriate to persons entering the teachers service, and the supply of teachers and to tender advice to the minister.
- With the consent of the minister, assign any leader in the service to serve in an unaided school.

131. Teachers Service Commission Appeals Tribunal

Establishing instrument: Teachers Service Commission
Act Cap 212 Laws of Kenya

Objectives for which Parastatal was established:

- To consider and determine any appeals made to it by any person employed by the Teachers Service Commission.

132. Teachers Service Remuneration Committee

Establishing instrument: Teachers Service Commission
Act Cap 212 Laws of Kenya

Objectives for which Parastatal was established:

- To consider the remuneration payable to teachers in the Teachers Service.
- To transmit any recommendations as regards are remuneration to the minister.

133. Transport Licensing Board

P. O. Box 30440

Nairobi, Kenya

Telephone: 26624

Establishing instrument: Transport Licensing Ordinance
Act Cap 404 Laws of Kenya

Objectives for which Parastatal was established:

- To provide for the coordination and control of means of and facilities for transport.
- To issue licenses for goods, vehicles (public carrier, limited carrier and private carrier licenses); for passenger and public service vehicles (a road service license) and also exclusive licenses.

134. Uplands Bacon Factory Kenya Ltd.

P. O. Box 1

Uplands, Kenya

Telephone: 85/251

Establishing instrument: Uplands Bacon Factory Ordinance
Act Cap 362 Laws of Kenya

134. (continued)

Objectives for which Parastatal was established:

- To procure, kill and process pigs into consumable foodstuffs.
- To purchase, sell, breed, improve, prepare and deal in pigs of all kind and to manufacture, purchase, sell, export and deal in pork, bacon and sausages and all other foodstuffs commodities.

135. Veterinary Surgeons Board

Establishing instrument: Veterinary Surgeons

Act Cap 366 Laws of Kenya

Objectives for which Parastatal was established:

- To license veterinary surgeons to practice veterinary surgery any place specified in the license. Such surgeon must hold a degree or diploma in veterinary surgery from a recognized institution.
- To cancel any license or strike off the register any registered surgeon as the board may think fit.

136. Wakf Commissioners

Establishing instruments: The Wakf Commissioners

Act Cap 109 Laws of Kenya

Objectives for which Parastatal was established:

- To be the trustee of any property of any person professing Islam faith, and to register such property with the Wakf Commissioners.

137. Wages Advisory Board

Nairobi, Kenya

Establishing instrument: Regulation of Wages and Conditions of Employment, Act Cap 229 Laws of Kenya

Objectives for which Parastatal was established:

- To inquire into the fixing of a basic minimum wage in respect of employees generally or in any area or in respect of any category of employees either generally or in any area or to regulate the rates of wages or other conditions of employment of any specified category of employees either generally or in any specified area.
- To submit to the minister a report containing recommendations specifying the basic minimum wage which in the opinion of the board should be paid to all or any of the employees coming within its terms of reference.
- The report should also have proposals for the regulation of wages and other conditions of employment of all or any such employees, a recommendation that a wages council be established in respect or such employees.

138. Water Apportionment Board

P. O. Box 30521

Nairobi, Kenya

Telephone: 557088

Establishing instrument: Water

Act Cap 372 Laws of Kenya

138. (continued)

Objectives for which Parastatal was established:

- To delegate any powers, duties or obligations to the local water authority for the management and use of water or the drainage or reclamation of lands in any area under a granted permit.
- To prescribe in a permit that the operator shall construct, fix and maintain efficiently weirs, fluves, sluice gates, valves or other controlling or measuring devices.
- To determine the design, materials and method of constructions any such controlling or measuring devices having regard to local conditions.
- During drought, the board may require any person under license, sanction or permit to allow such proportion of water in the water course to appear to be equitable and may prohibit any practice which causes undue reduction of water in any water course.
- To decide all questions as to full, efficient, reasonable and beneficial utilization of water.
- Has the power to declare that a particular channel or depression or swamp is not a watercourse.
- To issue permits for domestic purpose, public purpose, minor irrigation purpose, industrial purpose, power purpose, general irrigation purpose and any other purpose approved by the board.

139. Weights and Measures Board

Establishing instrument: Weights and Measures

Act Cap 513 Laws of Kenya

Objectives for which Parastatal was established:

- To advise the minister upon matters arising out of the operation of the weights and measures act.
- To determine a table of fees to be charged by the inspector in respect of the examination and stamping of weights and measures and weighing or measuring instruments and the adjusting of weights and measures.
- To carry out examination verification and stamping of weights, measures and weighing or measuring instruments including the prohibition of stamping in cases where the nature, condition, denomination, material or principal or construction of the weight of measure or instrument appears likely to facilitate the perpetration of fraud.
- To determine the circumstances and conditions under which stamps may be obliterated or defaced.
- To carry out tests to be applied for the purpose of ascertaining the accuracy and efficiency of weights, measures and weighing or measuring instruments.
- To determine the limits of error to be allowed on verification and to be tolerated on inspection either generally or in respect of any trade(s).
- To prohibit the sale and the making or possessing or carrying for sale of any goods otherwise than by net weight or measure or otherwise than by particular net weight or measure prescribed here.

139. (continued)

- To prescribe the manner of marking the weight or measure or net weight of articles sold in made-up packages or vessels on such packages, or vessels.
- To prohibit the importation of made-up packages or vessels for sale within Kenya which do not comply with the requirements of any rules made under this act.
- To examine, test and license any persons engaged in or proposing to engage in the repairing or overhauling of weights, measures or weighing or measuring instruments whether for profit or not, and the fees to be paid charged for any such license.

140. Wildlife Fund Trustees

P. O. Box 41389

Nairobi, Kenya

Telephone: 336100

Establishing instrument: Wildlife Fund

Act Cap 376 Laws of Kenya

Objectives for which Parastatal was established:

- To control, manage and maintain royal national parks and national reserves and where they consider it desirable to do so.
- To purchase any property for such purposes.
- The trustees may within a royal national park, construct roads, bridges, aerodromes, buildings, fences, and provide water supplies and carry out such other works as they may consider necessary.
- Take such steps as will ensure the security of the animal and vegetable life in a royal national park.
- Reserve or set aside any proportions of a royal national park as breeding places for animals or as nurseries for vegetation.
- The trustees may sell or exchange any specimen of animal and vegetable life in a royal national park, and may by purchase or exchange or otherwise acquire any specimen of animal or vegetable life which they may consider desirable to introduce into a royal national park.

2. PARASTATALS IN SOMALIA

2.1 List of Parastatals

A. For the period 1960-1969

- 1) Somali National Bank
- 2) E.T.A.A. (Tourism & Hotel Agency, abolished later)
- 3) Somali Port Authority
- 4) ENC (National Trading Agency)
- 5) National Aid & Welfare Agency (no longer in existence)
- 6) Somali Airlines
- 7) Milk Factory
- 8) Somalita (no longer in existence)
- 9) Livestock Development Agency (LDA)
- 10) Sugar Factor Jowhar
- 11) National Housing Agency (Somali construction)
- 12) National Grain Marketing Organization (abolished later)
- 13) C.A.S.S. (National Health Insurance)
- 14) Kismayu Meat Factory
- 15) Fish Factory at Laskorey

B. After the revolution

- 1) Somali National University
- 2) National Banana Board
- 3) A.D.C (Agriculture Development Co-Operative)
- 4) Somali Savings & Credit Bank: merged into the National Commercial Bank in 1975
- 5) Somali Commercial Bank
- 6) Somali Development Bank)
- 7) ENEE (National Electricity Agency)
- 8) Chamber of Commerce
- 9) National Insurance Agency (vehicles, etc.)
- 10) C.A.S.S. (National Health Insurance)
- 11) National Petroleum Agency
- 12) State Printing Agency
- 13) Water Development Agency
- 14) Tourism Agency
- 15) State Monopoly Agency (new cigarettes and match factory)
- 16) ASPIMA (National Agency for importation and distribution of medicine)
- 17) Central Store Agency
- 18) Somali Film Agency
- 19) Agricultural Crash Proramme
- 20) ITOP (processing vegetables and fruits)
- 21) ONAT National Agency for Tractors)
- 22) Hides and Skins Agency
- 23) Brick Factory
- 24) Skins and Shoes Factory
- 25) Plastic Board Factory
- 26) Oil Refinery

- 27) INCAS
- 28) FIMA (agency for motor-vehicle parts)
- 29) Somali Shipping Agency
- 30) National Theatre Agency
- 31) Agency for Motor Vehicles and Repair Parts (took from FIAT),
(Ameco and SCA-Burero)
- 32) Pasta Factory
- 33) Petroleum Refinery Agency
- 34) Cement Factory
- 35) Lower Juba Sugar Complex (JSP)
- 36) Pulp and paper mill
- 37) Grain factories (4 industries)
- 38) Mogadishu Water Agency
- 39) Ice and cooling factory
- 40) Textile and housewares agency
- 41) Foundry Factory
- 42) Somali Shipping Agency
- 43) Fanole Dam Project

2.2 A classification of the Somali parastatals by functions or broadly by sectorial categories.

A. Industrial sector

Under this sector we find the largest industrial establishments in the country large in terms of labor employment and capital/machinery investment. The parastatals included in this sector as supposed to increase agro-industrial production for export or/and internal consumption. In this category we also find certain enterprises carrying out auxiliary industrial activities formerly carried out by nationalized firms such as AMECO and FIAT.

- 1) Mogadishu Milk Factory
- 2) Somaltex (textiles at Balad)
- 3) Kismayu Meat Factory
- 4) Fish factory (Laskorey)
- 5) Cigarettes and matches factory (Mogadishu)
- 6) ITOP (fruit vegetables at Afgoi)
- 7) SNAI (Jowhar Sugar Factory)
- 8) Grain factories
- 9) Ice and cooling factory
- 10) Petroleum refinery (at Gezira near Mogadishu)
- 11) Leather and skin factory (Mogadishu)
- 12) Afgoi Brick Factory
- 13) Plastic board factory
- 14) Oil-seeds factory
- 15) INCAS (for paper bags, etc., near Kismayu)
- 16) Agency for motor vehicles and repair parts
- 17) Cement factory
- 18) Lower Juba Sugar Project (JSP)
- 19) Pulp and paper mill (Mogadishu)
- 20) Pasta factory (Mogadishu)
- 21) Foundry (Mogadishu)
- 22) Fanole Dam Project

B. Commercial sector

In this category we find state enterprises intended to facilitate:

- a) The expansion of the internal market while minimizing the limitations caused by the dual economy in order to insure balanced growth of the economy and society. With these aims in mind, the Government set out to establish, for example, the Agriculture Development Corporation supported by the related cooperatives and state agricultural Enterprises (under the rubric of Agriculture Crash Programs Projects).
- b) The export of primary goods such as bananas and livestock. Among parastatals involved in these tasks we find the National Banana Board and the Livestock Development Agency (LDA). In this subgroup we include the Hides and Skins Agency which is involved in production both for the internal market and export.

c) The importation of crucial overseas products. In this category we find, for example, the National Trading Agency (ENC) and other enterprises involved in importing essential items in order to facilitate, among other things, the control of imports of non-essential goods.

- 1) National Trading Agency (ENC)
- 2) Agricultural Development Corporation (ADC)
- 3) National Banana Board
- 4) Somali Petroleum Agency
- 5) National Petroleum Agency
- 6) Tourism Agency
- 7) ASPIMA (medicines)
- 8) Agency for construction materials
- 9) Livestock Development Agency (LDA)
- 10) Hides and skins agency
- 11) Agency for textiles and housewares

C. Services sector

In this category we include parastatals involved in the growth of physical and/or communications infrastructure such as the Somali Port Authorities Agency, ENEE, Somali Airlines, the Somali Shipping Line, Water Development Agency, etc., those involved in social infrastructures and the important aspect of manpower development: the Somali National University, the State Printing Agencies, the various insurance agencies and the agencies for the theatre and films, etc.

In this sector also we include parastatals involved in developing financial infrastructures, i.e., banks and related organs necessary to provide monetary services for the productive agro-industrial and commercial sectors. The Chamber of Commerce, for example, offers services to other sectors and/or sub-sectors in order to increase their productivity. To take another example, the Somali Development Bank helped establish various agro-industrial projects such as the grain mills, the Mogadishu Foundry, the oil-seeds factory, etc.

- 1) Central Bank
- 2) National Commercial Bank
- 3) Somali Development Bank
- 4) Somali Port Authorities Agency (ENEE)
- 5) The Port Authorities Agency
- 6) ONAT (tractors)
- 7) Somali Airlines
- 8) C.A.S.S. (Health Insurance)
- 9) National Insurance Company (vehicles, etc.)
- 10) Chamber of Commerce
- 11) Somali Film Agency
- 12) Somali Construction Company
- 13) National University
- 14) National Theatre Agency

- 15) State Printing Agency
- 16) Water Development Agency
- 17) Mogadishu Water Agency
- 18) Somali Shipping Line
- 19) Agricultural Crash Program
- 20) Somali Shipping Agency

BY WAY OF CONCLUSION

Somalia is presently in the midst of a deep economic and financial crisis. The disappointing performance of the economy is, in part, due to a number of traumatic external events which severely strained the administration--natural disasters such as droughts and man-made disasters such as the huge influx of refugees. Other causes however include the need to devalue the shilling (this has just been done), measures to stimulate growth of the economy and the task of improving the tools and capacity for economic management.

New economic reform measures have not yet been undertaken in a comprehensive, systematic manner. Meanwhile a few sporadic, ad hoc actions have been taken.

With regard to parastatals for example, at least three have recently been abolished: the Livestock Development Agency (LDA), especially its buying and selling functions, the Cloth & Utensils Agency, the Construction and Building Materials Agency. The Agriculture Development Agency has been substantially reformed in order to stimulate production and exports.

NOTE: The Juba Valley Authority is a public enterprise bigger than an "Agency" and less than a Ministry.

2.3 List of parent ministries

1. President of the Republic
2. First Vice President and the Minister of Defense
3. Second Vice President and Advisor of the President on Government Affairs
4. Commandant of the National Security Service and Presidential Advisor on Security Affairs
5. Chairman of the National Assembly

Party Bureaus

6. General Bureau for Economy and Finance
7. General Bureau for Ideology and Foreign Relations
8. General Bureau for Research
9. General Bureau for Organization and Mass Mobilization
10. Inspection Committee of the C.C. of the SRSP

Ministries

11. Ministry of National Planning
12. Ministry of Finance
 - i) Central Bank
 - ii) Commercial Bank
 - iii) Development Bank
 - iv) National Insurance Company
13. Ministry of Foreign Affairs
14. Ministry of Agriculture
 - i) Agricultural Development Corporation (ADC)
 - ii) National Board
 - iii) National Agricultural Machinery Agency (ONAT)
 - iv) Libyan-Somalia Agricultural Project (LIBSON)
15. Ministry of Livestock, Forestry and Range
 - i) Livestock Development Agency
 - ii) National Range Agency
16. Ministry of Fisheries
17. Ministry of Water and Mineral Resources
18. Ministry of Justice and Religious Affairs
19. Ministry of Local Government and Rural Development
20. Ministry of Education
21. Ministry of Higher Education and Culture
 - i) The National University
 - ii) Somali Academy of Arts and Science
22. Ministry of Youth and Sports
23. Ministry of Posts and Telecommunications
24. Ministry of Marine Transport and Ports
25. Ministry of Commerce
 - i) The National Agency for Trade
 - ii) The Livestock Exportation Agency
 - iii) National Petroleum Agency
 - iv) Hides and Skins Agency
 - v) Clothing and Household Imports Agency
 - vi) The Trading Agency for Construction Materials

26. Ministry of Health
 - i) The Medical Supplies Agency (ASPIMA)
 - ii) The Health Insurance Agency (CASS)
27. Ministry of Labor and Social Affairs
 - i) SIDAM
28. Ministry of Land and Air Transport
 - i) Somali Airlines
 - ii) Ex-Fiat
29. Ministry of Tourism
30. Ministry of Industry
 - i) Somaltex, Balad
 - ii) SNAI (Sugar Factory)
 - iii) The Cigarette and Matches Factory
 - iv) The Laskorey Fish Canning Agency
 - v) State Monopoly Agency
 - vi) Foundry and Mechanical Workshop
 - vii) Meat Factory
31. Ministry of Information and National Guidance
 - i) Somali Film Agency
 - ii) Somali News Agency
 - iii) National Theatre
 - iv) State Printing Agency
32. Ministry of Public Works
 - i) National Housing Agency
 - ii) National Agency for Electric Power

3. PARASTATALS IN TANZANIA

3.1 A List of Parastatals with Their Respective Parent Ministries

Ministry of Finance

Central Bank of Tanzania
 National Bank of Commerce
 Tanzania Rural Development Bank
 Tanzania Investment Bank
 Tanzania Housing Bank
 National Insurance Corporation
 Tanzania Audit Corporation
 National Board of Accounts and Auditors Tanzania
 State Lotteries
 Institute of Finance Management

Ministry of National Education

University of Dar es Salaam
 Institute of Adult Education
 Institute of Education
 Elimu Supplies
 Tanzania Library Services

Ministry of Trade

Board of External Trade
 Board of Internal Trade
 National Shipping Agencies Co. Ltd.
 State Motor Corporation
 Regional Trading Companies
 National Trading Companies
 College of Business Education

Ministry of Industries

National Development Corporation
 Steel Rolling Mills Ltd.
 National Steel Corporation
 Aluminium Africa
 Ubungo Farm Implements Ltd.
 Mbeya Farm Implements
 Metal Box Tanzania Ltd.
 National Bicycle Company
 Mang'ula Machine Tools
 Mang'ula Mechanical and Machine Tools Co. Ltd.
 National Textile Corporation (TEXCO)
 UrAfiki Textile Mill
 Sungurutex (Tanganyika Dyeing and Weaving Mill Ltd.)
 Kilimanjaro Textile Corporation Ltd.
 Musoma Textile Ltd.

Mwanza Textile Ltd.
 Tanzania Bag Corporation
 Ubungo Garments Ltd.
 National Chemical Industries
 General Tyre East Africa Ltd.
 Polysacks Co. Ltd.
 Tanzania Fertilizer Company
 Tegry Plastics
 Tanzania Pharmaceutical Industries
 Sabuni Industries
 Rubber Industries
 Tanzania Saruji Corporation
 Tanzania Portland Cement Co.
 Mboya Cement Company
 Tanga Cement Company
 Tanzania Karatasi Associated Industries Ltd.
 Printpak Tanzania Ltd.
 National Printing Co. (KIUTA)
 Tanzania Publishing House
 East Africa Publications
 Kibo Paper Industries Ltd.
 Tanzania Leather Associated Industries (TLAI)
 Tanzania Shoe Company Ltd.
 Tanzania Tanneries Co. Ltd.
 Morogoro Shoe Company Ltd.
 Mwanza Tanneries Ltd.
 Morogoro Tanneries
 Tanzania Cigaret Company
 Tanzania Breweries Ltd.
 DARBREW Ltd. Chibuku Brewers
 Tanzania Distilleries
 Small Industries Development Organization (SIDO)
 Tanzania Industrial Studies & Consulting Organization (TISCO)
 Tanzania Industrial Research & Development Organization (TIRDO)
 Tanzania Crown Corks Ltd.

Ministry of Information and Culture

Shirika la Habari La Tanzania (SHIHATA)
 Audio Visual Institute
 Tanzania Film Company
 Daily and Sunday News
 National Museum of Tanzania
 National Music Council
 National Arts Council

Ministry of Lands, Housing and Urban Development

National Housing Corporation
 Registrar of Buildings
 Ardhi Institute

Ministry of National Reserves and Tourism

Tanzania Wood Industry Corporation
 TANTIMBER Industry Ltd.
 KILTIMBER
 Fibre Boards Africa Ltd.
 Tembo Chipboards
 Giraffe Extract Company
 Tanzania Fisheries Corporation
 Ngorongoro Conservation Unit
 Tanzania National Parks
 Tanzania Wildlife Corporation
 Tanzania Tourist Corporation
 State Travel Services

Ministry of Minerals

State Mining Corporation
 Nyanza Salt Mines
 Williamson Diamonds Ltd.
 Tanzania Diamond Cutting Co. Ltd.
 Tanganyika Meerschaum Corporation

Ministry of Water and Energy

Tanzania Electric Supply Co. (TANESCO)
 Tanzania Petroleum Development Corporation
 Tanzanian and Italian Petroleum Refining Co. Ltd. (TIPER)
 AGIP(T)
 SHELL & BP
 Rufiji Basin Development Authority (RUBADA)

Ministry of Livestock Development

Tanzania Lifestock Development Authority (LIDA)
 National Ranching Company (NARCO)
 National Agricultural and Food Corporation (NAFCO)
 Tanzania Dairies Ltd.
 Tanzania Livestock Marketing Company
 National Cold Chain Operations (NCCO)
 TALIRO

Ministry of Works

Mwananchi Engineering & Cokntracting Co. Ltd. (MECCO)
 NEDCC

Ministry of Labour and Social Welfare

National Institute for Productivity (NIP)
 National Provident Fund (NPF)
 National Social Welfare Institute

Ministry of Agriculture

Tanzania Tea Authority
 Tanzania Tea Blenders Ltd.
 Tanzania Sisal Authority
 Tanzania Sisal Corporation
 Tanzania Twine and Rope Works Ltd.
 Tanzania Agricultural Research Organization
 Coffee Authority of Tanzania
 Tanzania Instant Coffee (TANICA)
 BUKOP Ltd. Coffee Curing Works
 General Agricultural Products, Export Corporation (GAPEX)
 Tanzania Cotton Authority
 Multipurpose Oil Processing Co. (MOPROCO)
 Cashewnut Authority of Tanzania (CATA)
 Mtwara Cashew Company
 National Milling Corporation (NMC)
 Dodoma Wine Company
 Tangold Products Company
 National Distributors Ltd.
 Sugar Development Corporation (SUDECO)
 Kagera Sugar Company
 Kilombero Sugar Company Ltd.
 Mtibwa Sugar Company
 Tanganyika Pyrethrum Board
 Tanganyika Planting Company Ltd.
 Tobacco Authority of Tanzania
 Tanzania Tobacco Processing Company
 Tanzania Seed Company Ltd.

Ministry of Health

Muhimbili Medical Centre
 Tanzania Food and Nutrition Centre

Ministry of Justice

Tanzania Legal Corporation

Ministry of Communications & Transport

National Transport Corporation
 Tanzania Coastal Shipping Line (TACOSHILI)
 Usafiri Dar es Salaam (UDA)
 Kampuni ya Mabasi Tanzania (KAMATA)
 National Institute of Transport
 Tanzania Railways Corporation (TRC)
 Tanzania Posts & Telecommunications (TP & TC)
 Tanzania Harbours Authority
 Air Tanzania Corporation (ATC)

Ministry of Foreign Affairs

Chuo cha Diplomasia

Ministry of Economic Affairs & Planning

National Scientific Research Council

Prime Minister's Office

Kibaha Education Centre

Kariakoo Market Corporation

Moshi Cooperative College

Institute of Development Management - Mzumbe

President's Office

Capital Development Authority

6.4: RECLASSIFICATION OF EAST AFRICAN PARASTATALS

In the following pages parastatals for each country are listed by category.

A. Kenya

Category I. <u>Finance Related:</u>	<u>Enabling Legislation</u>
1. Central Bank	491
2. Kenya Commercial Bank	488
3. National Bank of Kenya	488
4. Co-operative Bank of Kenya	488
5. Kenya Post Office Savings Bank	501
6. National Hospital Insurance Advisory Council	255
7. The Insurance Advisory Board	487
8. Industrial Development Bank	486
9. Agricultural Finance Corporation	323
10. Kenya National Assurance Company	486
11. Kenya Re-insurance Corporation	485
12. Local Authorities Provident Fund Board	272
13. Local Government Officers Superannuation Fund	No. 313 of 1963
14. Local Government Loans Authority	270
15. The Higher Education Loans Management Board	213
16. Bankruptcy Contingency Fund Board	53
17. Settlement Fund Trustees	318
Category II: <u>Agriculture Related:</u>	
1. Agricultural Development Corporation	346
2. National Irrigation Board	347
3. Kenya Tea Development Authority	318
4. Kenya Meat Commission	363
5. Cotton Lint & Seed Marketing Board	335
6. National Cereals & Produce Board	320
7. Coffee Board of Kenya	333
8. National Agricultural Chemicals & Fertilizers, Ltd.	486
9. Kenya Agricultural Research Institute	No. 9 of 1979
10. Kenya Marine and Fisheries Research Institute	No. 9 of 1979
11. Coffee Research Foundation	486
12. Kenya Dairy Board	336
13. Water Apportionment Board	372
14. Horticultural Co-operative Union	486 & 490
15. Horticultural Crops Development Authority	318
16. Canning Crops Board (overdue for repeal)	328

17.	Athi Catchment Board	372
18.	Northern Ewaso Nyiro Catchment Board	372
19.	Lake Victoria (North) Catchment Board	372
20.	Lake Victoria (South) Catchment Board	372
21.	Divisional Land Control Boards	302
22.	Provincial Land Control Appeals Board	302
23.	Central Land Control Appeals Board	302
24.	Rift Valley Catchment Board	372
25.	Tana Catchment Board	372
26.	Sisal Board of Kenya	341
27.	Tea Board of Kenya	343
28.	Kenya Sugar Authority	318
29.	Kenya Farmers Association	486 & 490
30.	Kenya Planters Co-operative Union	386 & 490
31.	District Agricultural Committees	318
32.	Provincial Agricultural Boards	318
33.	Central Agricultural Board	318
34.	Fish Industry Advisory Councils	376
35.	Tea Research Foundation	486

Category III. Industry and Commerce Related:

1.	Uplands Bacon Factory	486
2.	Pig Industry Board	361
3.	Gold Mines Development Loans Board	311
4.	Industrial and Commercial Development Corp.	517
5.	Kenya National Trading Corporation	486
6.	Kenatco	486
7.	Kenya Railways Corporation	No. 1 of 1978
8.	Trade Development Joint Loans	No. 221 of 1965
9.	Kenya Industrial Research and Development Institute	No. 9 of 1979
10.	National Industrial Training Council	237
11.	Transport Licensing Board	404
12.	Betting Control and Licensing	131
13.	Mombasa Pipeline Board	373
14.	Kenya Ports Authority	No. 2 of 1978
15.	Kenya Posts & Telecommunications Corporation	No. 24 of 1977
16.	Kenya Airways Ltd.	486
17.	Kenya Tourist Development Corporation	382
18.	Kenya Pipeline Company	486
19.	Kenya Industrial Estates	486
20.	Pyrethrum Board of Kenya	340
21.	Kenya Cargo Handling Services	486

22. Kenya Film Corporation Ltd.	486
23. Electricity Licensing Board	314
24. The Power Board	314
25. Water Resources Authority	372
26. Kenya Co-operative Creameries Ltd.	486 & 490
27. Wages Advisory Board	226 & 229
28. The Industrial Court	234
29. Kenya External Trade Authority	

Category IV. Development Related:

1. National Council for Science and Technology	No. 3 of 1979
2. National Housing Corporation	117
3. National Construction Corporation	493
4. Tana River Development Authority	393
5. Kerio Valley Development Authority	No. 14 of 1979
6. Lake Basin Development Authority	No. 15 of 1979
7. Kenya Trypanosomiasis Research Institute	No. 9 of 1979
8. Kenya Medical Research Institute	No. 9 of 1979
9. District Road Board	399
10. The Road Authority	401
11. Central Road Authority	407

Category V. Miscellaneous, (Education, Health, etc.):

1. Egerton College Board of Governors	214
2. Catering Levy Trustees (Kenya Utalii College)	394
3. The Council of Legal Education	16
4. The Council of the University of Nairobi	210
5. Kenya National Library Services	225
6. Schools Boards of Governors	211
7. The Teachers Service Commission	212
8. The Teachers Service Commission Appeal Tribunal	212
9. The Teachers Service Commission Renumeration Committee	212
10. College of Arms	98
11. Adult Education Board	223
12. MacMillan Library - Board of Trustees	217
13. Civil Aviation Board	391
14. Kenya Accountants & Secretaries National Examination Board	531
15. Institute of Certified Accountants	531
16. Registration of Accountants Board	531
17. Kenya Polytechnic Board	531 & 211

18.	Mombasa Technical Institute Board	211
19.	Central Board of Health	242
20.	Radiation Board of Kenya	243
21.	Pharmacy & Poisons Board	244
22.	Council of Kenya Society for the Blind	251
23.	Medical Practitioners & Dentists Board	253
24.	Public Health Standards Board	254
25.	Council of the Kenya Red Cross Society	256
26.	Nurses, Midwives & Health Visitors Council	257
27.	Veterinary Surgeons Board	366
28.	Board of Trustees of Kenya National Parks	377
29.	Wildlife Fund Trustees	376
30.	Wildlife Conservation & Management Service Appeal Tribunal	376
31.	Board of Trustees of the National Museum	216
32.	Kenya Board of Censors	
33.	The Disciplinary Committee (Advocates)	16
34.	Board of Estate Duty Commissioners	
35.	The Kenya Cultural Centre Council	218
36.	The Kenya Scouts Council	219
37.	Kenya Girls Guides Association	220
38.	Landlord & Tenant (shops, hotels & catering establishments) Tribunal	301
39.	Hotels & Restaurants Authority	494
40.	Catering Levy Trustees	494
41.	Board of Registration of Authority and Quantity Surveyors	525
42.	Engineers Registration Board	530
43.	Weights & Measures Board	513
44.	National Social Security Council	258
45.	Asiatic Widows & Orphans Pension Board	193
46.	Asiatic Officers Family Pension Board	194
47.	Labour Advisory Board	226
48.	The Military Council	198A
49.	The Defense Council	199
50.	Kenya National Council of Social Service	108
51.	Local Government Service Commission	No. 105 of 1965
52.	Wakf Commissioners	109
53.	The Board of Review	
54.	Kenya Bureau of Standards	496
55.	Others, which include major subsidiaries of parastatals	

B. Somalia

Category I. Finance Related:

1. Central Bank
2. National Commercial Bank
3. Somali Development Bank
4. National Insurance Company (Vehicles, etc.)
5. C.A.S.S. (Health Insurance)

Category II. Agriculture Related:

1. ENC
2. ADC
3. National Banana Board
4. Somali Petroleum Agency
5. National Petroleum Agency
6. Tourism Agency
7. ASPIMA (Medicines)
8. Agency for Construction Materials
9. Livestock Development Agency (LDA)
10. Hides & Skins Agency
11. Agency for Textiles and Housewares
12. Agricultural Crash Programme

Category III. Industry & Commerce Related:

1. Mogadishu Milk Factory
2. Somaltex (Textiles at Balad)
3. Kismayu Meat Factory
4. Fish Factory (Lashkorey)
5. Cigarettes & Matches Factory (Mogadishu)
6. ITOP (Fruit vegetables, at Afgoi)
7. SNAI (Jowhan Sugar Factory)
8. Grain Factories
9. Ice and Cooling Factory
10. Petroleum Refinery (at Gezira near Mogadishu)
11. Leather & Skin Factory (Mogadishu)
12. Afgoi Brick Factory
13. Plastic Board Factory
14. Oil-seeds Factory
15. INCAS (for paper bags, etc., near Kismayu)
16. Agency for Motor Vehicles & Repair Parts
17. Cement Factory
18. Lower Juba Sugar Project (JSP)
19. Pulp and Paper Mill (Mogadishu)
20. Pasta Factory (Mogadishu)
21. Foundry (Mogadishu)
22. Somali Shipping Agency
23. Somali Shipping Line
24. Chamber of Commerce
25. ENEE
26. The Port Authorities Agency
27. ONAT (Tractors)
28. Somali Airlines
29. Somali Construction Company
30. Fanole Dam Project

Category IV. Development Related:

1. Water Development Agency
2. Mogadishu Water Agency

Category V. Miscellaneous:

1. National University
2. National Theatre Agency
3. State Printing Agency
4. Somali Film Agency

C. TanzaniaCategory I. Finance Related:

1. Central Bank of Tanzania
2. National Bank of Commerce
3. Tanzania Rural Development Bank
4. Tanzania Investment Bank
5. Tanzania Housing Bank
6. National Insurance Corporation
7. Tanzania Audit Corporation
8. National Board of Accounts and Auditors Tanzania
9. State Lotteries
10. Institute of Finance Management

Category II. Agriculture Related:

1. Tanzania Tea Authority
2. Tanzania Tea Blenders Ltd.
3. Tanzania Sisal Authority
4. Tanzania Sisal Corporation
5. Tanzania Twine and Rope Works Ltd.
6. Tanzania Agricultural Research Organization
7. Coffee Authority of Tanzania
8. Tanzania Instant Coffee (TANICA)
9. BUKOP Ltd. Coffee Curing Works
10. General Agricultural Products, Export Corporation (GAPEX)
11. Tanzania Cotton Authority
12. Multipurpose Oil Processing Co. (MOPROCO)
13. Cashewnut Authority of Tanzania (CATA)
14. Mtwara Cashew Company
15. National Milling Corporation (NMC)
16. Dodoma Wine Company
17. Tangold Products Company
18. National Distributors Ltd.
19. Sugar Development Corporation (SUDECO)
20. Kagera Sugar Company
21. Kilombero Sugar Company Ltd.
22. Mtibwa Sugar Company
23. Tanganyika Pyrethrum Board
24. Tanganyika Planting Company Ltd.
25. Tobacco Authority of Tanzania
26. Tanzania Tobacco Processing Company

27. Tanzania Seed Company Ltd.
28. Tanzania Livestock Development Authority (LIDA)
29. National Ranching Company (NARCO)
30. National Agricultural and Food Corporation (NAFCO)
31. Tanzania Dairies Ltd.
32. Tanzania Livestock Marketing Company
33. National Cold Chain Operations (NCCO)
34. TALIRO
35. Tanzania Fisheries Corporation

Category III. Industry & Commerce Related:

1. National Development Corporation
2. Steel Rolling Mills Ltd.
3. National Steel Corporation
4. Aluminium Africa
5. Ubungo Farm Implements Ltd.
6. Mbeya Farm Implements
7. Metal Box Tanzania Ltd.
8. National Bicycle Company
9. Mang'ula Machine Tools
10. Mang'ula Mechanical and Machine Tools Co. Ltd.
11. National Textile Corporation (TEXCO)
12. UrAfriki Textile Mill
13. Sunguratex (Tanganyika Dyeing & Weaving Mill Ltd)
14. Kilimanjaro Textile Corporation Ltd.
15. Musoma Textile Ltd.
16. Mwanza Textile Ltd.
17. Tanzania Bag Corporation
18. Ubungo Garments Ltd.
19. National Chemical Industries
20. General Tyre East Africa Ltd.
21. Polysacks Co. Ltd.
22. Tanzania Fertilizer Company
23. Tegry Plastics
24. Fibre Boards Africa Ltd.
25. Tembo Chipboards
26. Giraffe Extract Company
27. Tanzania Wood Industry Corporation
28. Tanzania Pharmaceutical Industries
29. Sabuni Industries
30. Rubber Industries
31. Tanzania Saruji Corporation
32. Tanzania Portland Cement Co.
33. Mbeya Cement Company
34. Tanga Cement Company
35. Tanzania Karatasi Associated Industries Ltd.
36. Printpak Tanzania Ltd.
37. National Printing Co. (KIUTA)
38. Tanzania Publishing House
39. East Africa Publications

40. Kibo Paper Industries Ltd.
41. Tanzania Leather Associated Industries (TLAI)
42. Tanzania Shoe Company Ltd.
43. Tanzania Tanneries Ltd.
44. Morogoro Shoe Company Ltd.
45. Mwanza Tanneries Ltd.
46. Morogoro Tanneries
47. Tanzania Cigarette Company
48. Tanzania Breweries Ltd.
49. TANTIMBER Industry Ltd.
50. DARBREW Ltd. Chibuku Brewers
51. Tanzania Distilleries
52. Small Industries Development Organization (SIDO)
53. Tanzania Industrial Studies & Consulting Organization (TISCO)
54. Tanzania Industrial Research and Development Organization (TIRDO)
55. Tanzania Crown Corks Ltd.
56. KILTIMBER
57. Tanzania Electric Supply Co. (TANESCO)
58. Tanzania Petroleum Development Corporation
59. Tanzanian and Italian Petroleum Refining Co. Ltd. (TIPER)
60. AGIP(T)
61. SHELL & BP
62. Rufiji Basin Development Authority (RUBADA)
63. State Mining Corporation
64. Nyanza Salt Mines
65. Williamson Diamonds Ltd.
66. Tanzania Diamond Cutting Co. Ltd.
67. Tanganyika Meerschaum Corporation
68. National Transport Corporation
69. Tanzania Coastal Shipping Line (TACOSHILI)
70. Usafiri Dar es Salaam (UDA)
71. Kampuni ya Mabasi Tanzania (KAMATA)
72. National Institute of Transport
73. Tanzania Railways Corporation (TRC)
74. Tanzania Posts & Telecommunications (TP & TC)
75. Tanzania Harbours Authority
76. Air Tanzania Corporation (ATC)
77. Board of External Trade
78. Board of Internal Trade
79. National Shipping Agencies Co. Ltd.
80. State Motor Corporation
81. Regional Trading Companies
82. National Trading Companies
83. College of Business Education
84. Mwananchi Engineering & Contracting Co. Ltd. (MECCO)
85. NEDCO

Category IV. Development Related:

1. Capital Development Authority
2. Institute of Development Management - Mzumbe
3. National Scientific Research Council
4. National Housing Corporation

Category V. Miscellaneous:

1. University of Dar es Salaam
2. Institute of Adult Education
3. Institute of Education
4. Elimu Supplies
5. Tanzania Library Services
6. Kibaha Education Centre
7. Moshi Cooperative College
8. Muhimbili Medical Centre
9. Tanzania Food and Nutrition Centre
10. Ngorongoro Conservation Unit
11. Tanzania National Parks
12. Tanzania Wildlife Corporation
13. Tanzania Tourist Corporation
14. State Travel Services
15. Registrar of Buildings
16. Ardhi Institute
17. Tanzania Legal Corporation
18. Chuo cha Diplomasia
19. Kariakoo Market Corporation
20. Shirika la Habari La Tanzania (SHIHATA)
21. Audio Visual Institute
22. Tanzania Film Company
23. Daily and Sunday News
24. National Museum of Tanzania
25. National Music Council
26. National Arts Council
27. National Institute for Productivity (NIP)
28. National Provident Fund (NPF)
29. National Social Welfare Institute