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ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS MASTERS OF
BUSINESS ADMINISTRATION

**ASSESSMENT OF PROPERTY DISPOSAL MANAGEMENT PRACTICES
IN PUBLIC HEALTH SERVICE PROVIDING INSTITUTIONS OF
ETHIOPIA: THE CASE OF SELECTED PUBLIC HOSPITAL IN ADDIS
ABABA CITY ADMINISTRATION**

BY

GIZAW DUBALE

**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS
AND ECONOMICS, GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE DEGREE MASTER OF BUSINESS ADMINISTRATION
(IN FINANCE)**

JUNE, 2021

ADDIS ABABA, ETHIOPIA

Assessment of Property Disposal Management Practices in Public Health Service
Providing Institutions of Ethiopia: The Case of Selected Public Hospital in Addis
Ababa City Administration

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**A Thesis Submitted to Addis Ababa University College of Business and Economics,
Graduate Studies in Partial Fulfillment of the Requirement for the Degree Master of
Business Administration in Finance**

ADDIS ABABA, ETHIOPIA

JUNE, 2021

Statement of Declaration

I, Gizaw Dubale, hereby declare that the thesis topic entitled Assessment of Property Disposal Management Practices in Public Health Service Providing Institutions of Ethiopia: The Case of Selected Public Hospital in Addis Ababa City Administration submitted by me for the award of MBA (in finance), this thesis is my original work carried out by me and it has not been submitted previously on this and any other university for the award of the degree and that all sources of material used for the thesis have been duly acknowledged.

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Acknowledgment

First of all, I would like to thank the almighty God for giving me encouragement and patience to complete my work. At this time it could not have been easy for me without the help of god. I would also like to express my heartfelt gratitude to my advisor Abebe Yitayew (PhD) who kindly spent much of his time advising, correcting, commenting, and providing me professional assistance for the success of my work done.

My heartfelt and deepest gratitude also goes to my beloved Tesfanesh Alemu and the whole family for providing me with encouragement and other support during my stay here at the University. This work would not have been possible without your support and contribution.

Last but not least, I would like to thanks, Fikadu Getahun, Sindew Debebe, Wale Tefera, the two hospital directorate and department heads of the federal and the city administration public procurement and property administration agency or authority who showed much devotion to the success of my thesis especially in the interview discussion time, distributing and collecting of the questionnaire and for all the positive comments, supports, and cooperation you give me while doing this thesis work.

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Abbreviations

GoFAMM:	Government-Owned Fixed Asset Management Manual
FMOH:	Federal Ministry of Health
TAMM:	Total Asset Management Manual
APM:	Property Asset Management Plan
NPM:	New Public Management
BOFED:	Bureau of Finance and Economic Development
GASB:	Government Accounting Standard Board
MoFED:	Ministry of Finance and Economic Development
PB:	public bodies
TIA:	Tanzania Institution of Accountancy
PPA:	Public Procurement and Property Administration Agency/ Authority

Abstract

This study was carried out to assess the practices of public property disposal and management in public health service providing institutions of Ethiopia in the case of selected public hospitals in Addis Ababa city administration. Specifically to assess the practices of public property disposal management in the selected hospitals, the techniques used by the institution to disposing of unused properties, to identify challenges, if any that hinder property disposal and management practices, and the impacts of non-useful properties on the property management practices in the institution. To address this, both primary and secondary sources of data were used. As a primary data source, observation, interview, and questionnaires were used. The data was collected through unstructured questionnaires distributed to 112 purposively selected respondents, and a semi-structured interview with eight interviewees selected from concerned departments and officials. For secondary data, data were collected from different sources. Then, collected data were arranged, coded, entered into computer software, and analyzed using the package (SPSS) version-26. The key findings are lack of clear disposal methods and guidelines, lack of disposal plan to perform the disposal activities, institutional leaders, employees, and other concerned bodies give less attention to property disposal and management activities, weak administration and management system, lack of skilled, knowledgeable and experienced manpower, computerized modern data management system, proper code encryption for a public fixed asset. As a result, surplus, obsolete, and other scrap materials, create additional workload to the employees, affect the aesthetics value of the institution compound, environment, human health, limit efficiency, and effectiveness, and create unnecessary cost.

Based on the study findings, it recommended departments, (i), using appropriate disposal methods (ii) use annual disposal plan to carry out disposal activities properly (iii) assigning skilled and experienced professionals (iv) the institution managers and other concerned bodies should give attention to disposal activities to secure value for money, dispose no longer serviceable properties on time and make an immediate decision (v) creating accountability culture are very important to minimize the existing poor property disposal and management practices and helps to provide effective service.

Key words: *Public property, disposal, property management, unused property, public institution*

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

Asset disposal generally become a global concern as its impact cut across every organization and individual. In public organizations, the issue is even intensive as there are rules and regulations which are to be followed when thinking of disposal. The asset disposal process has become an important and most critical aspect within the asset life cycle both in public and non-public organizations (Mujwauzi, 2014).

Like human beings, assets have life cycles, according to Kotler (1980), cited in Angahar (2012), a typical life cycle of an asset represents the time it was purchased to the time the asset ceases to work beyond repairs, or up to the time when repairs are no longer economical. During the time of usage of the asset, efforts should be made to affect repairs or make replacements as and when necessary. Disposal is parts of property management cycle or stages of an asset life cycle that starts with the initiation of the process of disposing of unserviceable, obsolete, or surplus stores, other assets, and equipment and is considered ended when the disposal has been completed and accepted (Public Procurement Oversight Authority, 2009 cited in A. M & Namusonge, 2014). Disposal refers to the transferring of items or properties to another person by sale or other means, or it is the act of getting rid of unwanted materials by burning or burying for getting benefit (Thai, 2009 cited in Masaro, 2018)

Unserviceable properties are those properties that are not performing a function for an organization and required disposing of their location, typically they could be, surplus, obsolete, scrap, excess, and waste items that should be removed by the premises of the organizations (A. M & Namusonge, 2014).

The accumulation and unnecessarily owning an unserviceable material leads to inefficient utilization of warehouse or storehouse spaces and shelving equipment because they have been occupied additional new spaces or may expose to additional cost for the handling of equipment and serviceable materials (Jones,& White 2008). Throwing such assets away here and there, and putting them in any place for a long period without responsibility and accountability, using such actions as a means of removing unwanted materials, will affect the environment as a whole.

There are various disposal methods which are: sale by public auction; sale by open tender; transfer to another public entity; destruction, dumping, or burying; trade-in; and disposal to public servants (Public Procurement Oversight Authority, 2009 cited in (A. M & Namusonge, 2014). The Public Procurement and Disposal Act, 2005, and Public Procurement and Disposal Regulations, 2006 of Kenya state that disposal of unwanted assets is a critical element of store and equipment management in any organization.

The mission of the government hospitals is to provide efficient, effective, and quality medical and disease prevention services involving the community and stakeholders by creating a healthy and productive citizen by producing competent medical professionals with knowledge and skills and conducting problem-solving research. To accomplish the mission of the selected hospital the institution has organized a variety of operations. From this operation, the majority of them are taken by the directors of the property disposal unit. The hospital property administrative departments take this mission to store, receive, distribute and dispose of the property. So that getting different properties from different sources by the means of purchasing, or other means is not for furnishing of an Institution of the Organization or its departments or staffs but it is for enabling the institution to run its day to day activities effectively and efficiently and without which it is impossible to achieve the intended goal of the Organization (GASB, 2003, MoFED, 2009 cited in Masaro, 2018)

Each department and store head of the institution should have the responsibility of identifying items or properties to be disposed of and where possibly assemble them and identified items should be submitted to the directorates or the head of asset management unit depending on the internal Organization of the public procurement entity (Dobler& Burt, 1996).

According to the federal government procurement and property administration directive No.9/2010 and other laws, there are four commonly known reasons for public property disposal or fixed assets disposal. These are when the asset is unserviceable because of old age or accident, surplus, obsolete due to technological change that might not be economical in terms of cost and time, abandoned and lost owner, the owner of which are not known or unable to satisfy some legal requirements to become the final owner.

There are six alternative way of public property disposal methods, this could be disposal through transferring to another institution as a gift, disposing of by sales, burning or burying, take part and selling as spare parts, disposing as scrap, and by auctioned or auctioned it to the public(MoFED, 2010)

In government organizations, there is the problem of putting the usable and non-usable property together. So putting property separate way is important to handle an asset and to take corrective measures for the unusable property and use the usable property.

The general objective of the study was to assess property disposal management practices in public health service providing Hospitals in Addis Ababa City Administration.

1.2. Statement of the Problem

In government or service-providing public organizations, property disposal involves a wide range of activities which starts with disposing of unserviceable, surplus, and obsolete stores, other assets, and equipment and ended with the confirmation of the disposal. To make an organization effective and efficient, at every activity of the organization, properties must be adequately distributed, protected, and maintained. The disposal of an asset is an important part of strategic management in an organization. Keeping unwanted store results in a risk of unnecessary expenditure on storage cost; misguided management effort; gradual loss of the value in these items, and the possibility of disposing of assets, at the value less than the residual value or best achievable value in the market (Ocharo, 2010).

Disposal should always be treated as the last face of asset management. Because it is a function that is necessary for guarantying that organization funds are not wasted on obsolete and unserviceable value in the market. The disposal plan should therefore be prepared by an organization annually to include all disposal decided to be necessary (Masaro, 2018).

Disposal by public sector institutions in Ethiopia is usually governed by directives of the minister of finance and disposal regulation. With the guidance of the directives and the regulation on how to carry out procurement planning for disposal of assets by the public entities; it becomes questionable when lists public sector Organization reveal that properties lie idle, vehicles, different types of machinery, different office Equipment's, growing grass, full of dust, there is

also rain and sunlight harming them on their occupied space and the storage facilities hold items that have not been used or used in many years. There is also mixed of used and not used materials or properties (Masaro, 2018).

Property disposal represents a process used by an organization or institution to decommission and dispose of an asset due to aging or changes in performance and capacity requirements. This study focus on the assessment of property disposal management practices in public health service providing institutions of Ethiopia-the case of the selected public hospital in Addis Ababa City Administration. The government-owned fixed asset management manual of Ethiopia states that the fixed asset management cycle is completed only if the disposal of assets is possible. Otherwise, the management of assets becomes complicated, uneconomic, and inefficient (GOFAMM, p.121).

Although some studies have been conducted on the disposal of public properties, this is not enough. There are limited studies in our country as focus on the property management and disposal practices in the government organization, especially in the public health service providing hospitals the practice not performed in this area. At present, there is no available information that describes the actual practices of handling and disposing of the public properties in the selected hospitals of Addis Ababa. If there is no proper management of public properties, the mission and the day-to-day activities of the hospital may not be going well. So the main motivation factor of this study is to look at the general property disposal and management practices, especially this study focuses on public hospitals because they have got much amount of properties by public procurement, from donors and other means and used for providing service for the community. Within this in mind, conducting this study at these institutions is timely, appropriate, what is seen as a country, especially the gaps seen by some researchers in other institutions I wanted to conduct this study, thinking that it would be useful for both the government and the institution to explore the current, relevant, and national issues further undiscovered issues.

The above-mentioned point are the initiative factors to conduct the study to identify the practice of public property disposal management activities in selected public health service providing hospitals in Addis Ababa City Administration and tries to recommend possible solution.

1.3 Research Question

1. How are the disposals and handling activities of unused property carried out in public hospitals?
2. What are the techniques the institution used to dispose of unused public property?
3. What are the challenges, if any, that hinder the practices of property disposal?
4. How do non-useful properties affect the property management practices of institutions?

1.4 Objective of the Study

1.4.1 General Objective of the Study

The general objective of the study was to assess property disposal management practices in public health service providing Hospitals in Addis Ababa City Administration.

1.4.2 Specific Objective of the Study

1. To assess the practices of public property disposal management in the selected hospitals.
2. To assess the methods of property disposal in the selected hospitals.
3. To identify the challenges, if any, that hinder practices of public property disposal in the hospitals.
4. To assess the impacts of non-useful properties on the property management practices of selected hospitals.

1.5 Significance of the Study

This study will be conducted at Addis Ababa, in selected public hospitals. Nowadays, Public Hospitals are equipped with different fixed assets or properties, and high technology to give fast and accessible health services to the public. This study intends to shed light on public health service providers to identify gaps in property disposal management practices and recommend appropriate solutions. The study involved selected public hospital which includes Menelik II

Referral Hospitals and Yekatit 12 Hospital. Thus, to bring out how the hospitals will manage their properties based on the government rules and regulations. The information from this study will give an overall benefit to all parties in the public health sectors to understand the impacts and to select the suitable disposal methods to reduce or which is better to prevent challenges in public property management practices. Therefore, it is hoped that the study will have comprehensive significance for the public hospital of Addis Ababa City Administration and expects to contribute to indicate the magnitude and source of the problems, to identify weaknesses to protect and clearing the unnecessary property from the health institution to form a conducive environment for the patient, Organization employees, and other service providers, to take corrective action for future property disposal practices. It can also assist top-level management of institutions and policymakers in understanding the study findings to make the right decisions, improve their property management and disposal systems to use them as an input to maintain proper public property disposal management policies, and the research will be open door to other researchers who want to study further in this or other similar areas.

1.6 Scope of the Study

Even though public health service-providing institutions in Addis Ababa are so many due to the constraints of time, financial resources, and researcher ability to cover all institutions the study bounded in Addis Ababa selected hospitals that are found under the city administration. There are six government hospitals under the Addis Ababa City Administration, two of which were selected for this study, which is 33.33 percent of the total. Due to this and other constraints, the study focuses on the property disposal management practices public Hospital of Addis Ababa City Administration that is found at the center of the city. Although there are many private and public hospitals in Addis Ababa, it is not possible to include all public and private hospitals in the study due to the shortcomings mentioned above.

1.7 Limitation of the Study

Most of the time, every researcher passes through different limitations, but the degree of the limitations depends on the conditions that the researcher is involved in conducting the study. The researcher did not incorporate other public and private hospitals of Ethiopia, limited two public hospitals out of the six hospitals in Addis Ababa city administration and it was difficult to generalize the findings as whole enter hospitals. Lack of appropriate materials and previous studies in the area of public property disposal management practices was one of the major constraints of this research. In addition, lack of finance was another limitation of this study that hindered the researcher from an in-depth investigation into the issue.

1.8 Organization of the Study

This paper consists of five chapters with different sections and sub-sections. The first chapter covered the study's background, statement of the problems, a basic research question, and the objective of the study, as well as the significance of the study, scope, limitations, and the organization of the study. The second chapter, chapter two, contained a review of the related literature relevant to the study. The research design and techniques are discussed in the following chapter, chapter three, the methodology of the research. Data presentation, analysis, and interpretation are all addressed in the fourth chapter. The fifth chapter contained a research overview, a conclusion, and recommendations. Finally, at the end of the thesis paper, reference materials and appendices are attached.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section reviews the literature related to the practices of public property disposal in public health service-providing hospitals in Addis Ababa. This will be based on the research paper objective that is meant to assess the current practices of public property disposal in selected public hospitals of Addis Ababa. This chapter gives readers an overview of various areas of previous and existing literature related to public property disposal practices.

2.2 Definition and Concepts

The Ethiopian federal procurement and property administration proclamation No.649/2009 defines public property as any property of the federal government other than land and funds, and disposal as the transfer of public property to another person by sale or other methods, or the act of disposing of public property by burning or burying.

The process by which an organization decommissions its property is known as property disposal. Disposal means “to position something in a suitable or acceptable position, or to place something in a place where it is preserved after it has come to an end or ceased, or to be independent of some things that are not needed.” Furthermore, it refers to the process of transferring property or items to another person (natural or judicial) through sale or other ways, or the act of getting rid of undesirable materials by disposing of (burning or burying) for monetary gain (Masaro, 2018).

A fixed asset is a tangible item that value is determined by a Government directive, that is in operational use, and has a useful economic life of more than one year, such as furniture, computers, buildings, roads, sewers, bridges, heavy equipment, vehicles, ships, and airplanes, irrigation systems, dams, and similar items(MOFED, 2009). Any assets belonging to or under the control of the government are categorized as public assets, which include moveable assets such as inventory, immovable assets such as land and buildings, and live assets such as livestock.

Disposal: Asset disposal is the act of selling or discarding an asset, usually the long-term asset that has been depreciated over its useful life, which suffered degradation or has been declared

obsolete and no longer provides economic benefit referred to as disposed of an asset (Government of Jamaica Comprehensive Asset Management Policy for the Public Sector, 2020)

Public fund means any monetary resource appropriated to a public body from the City Government treasury or aid grants credits put at the disposal of the public bodies by foreign donors through the Government or internal revenue of the public body(BoFED, 2009).

Furniture, computers, heavy equipment, vehicles, ships and airplanes, buildings, roads, sewers, bridges, irrigation systems, dams, and other tangible assets whose value is defined by a directive to be issued by the Bureau, that is in operational use and has a useful economic life of more than one year, are examples of fixed assets.

Life Time Approach means the effective management and control of public property by taking into account all associated activities and costs. Namely, planning, acquisition, receipt, use, maintenance, consumption or disposal or deletion of public property;

Definition of Medical Equipment: “Any instrument, apparatus, implement, machine, appliance, implant, in vitro reagent or calibrator, software, material, or other comparable as well as related article,” according to the definition of medical equipment.

2.2.1. Disposal of Medical Equipment

The hospital should establish Medical Equipment Disposal Committee to oversee the disposal of all medical equipment that is no longer required by the hospital, including medical equipment. Items may be disposed of when they are no longer required by the hospital, cannot be repaired, or have reached the end of their useful lifespan. Obsolete items, that cannot be repaired or that are not of use to the hospital should be removed and transferred to a storage area at the time of the inventory and the formal disposal process should be started(Hospital & Initiative, 2017).

The capacity of Ethiopian health institutions to provide sufficient health care has been hindered by the lack of proper medical equipment management. Only 72 percent of medical equipment in Addis Ababa public hospitals is functioning, while in other hospitals in the region, the percentage of functional equipment is close to 50 percent and poor equipment handling and utilization, frequent power surges, the age of the equipment, a lack of operator training, a lack of preventative maintenance, a lack of spare parts, a lack of maintenance capacity, and a lack of

knowledge about complicated equipment are all contributing to the rising number of non-functional equipment(Hospital & Initiative, 2017).

As Ethiopian healthcare expands and improves, and a growing number of sophisticated medical devices are introduced, a system capable of supporting and maintaining these medical devices must be in place. Medical Equipment Management in hospitals is essential for managing and coordinating the medical equipment management cycle, which includes planning and assessing needs, procurement, training, operation, maintenance, decommissioning, and disposal. FMOH introduced the earlier Medical Equipment Management Guideline and attempted to implement it in select public hospitals to achieve this medical equipment management (Hospital & Initiative, 2017).

2.2.2 Public Assets Management

From acquisition to disposition, public asset management is the process of maximizing value for a property or portfolio of properties within the owner's declared objective and the goal of property management is to maximize the value of a property (Builta, 1994). Asset management, according to Kaganova, et al (2006) is the process of making and implementing decisions related to the acquisition, management, and disposal of assets. Acquisition, utilization, and dispositions are the major activities of private and government organization fixed asset management. Specifically, these activities may include inventorying, valuation, portfolio review, financial auditing, and asset reporting (Fernholz, 2007 cited Yaotai, 2011). The management of Government Property is the process of decision making and implementation relating to the acquisition, use, and disposition of real property (MoFED, 2007).

In the Public sector organization, fixed assets are not purchased or constructed for commercial purposes except in government own enterprises. Rather, they are usually considered as an economic resource and as a means by which government fulfills its goals and objective of service delivery (Yaotai, 2011). The appropriate management of public property may determine the overall organizational performance of fixed assets. Therefore, the major task of managing public fixed assets is providing services for fulfilling government functions rather than having cash flow or making fixed asset profits (Builta, 1994). Public fixed asset management is affected by various factors, such as political influence, legal framework, regulation, organization

arrangement administrative, and composition of stakeholders and these factors strongly affect acquisition (like purchasing, transfer, and decentralization), ownership leasing, sales, and use of public assets and responsibilities of management. Property management improves the efficiency of using fixed assets (Yaotai, 2011).

2.3 Theoretical Review

2.3.1 Categories of disposing of property

The "disposal of assets is the removal of assets from use upon the completion of its useful life" (Kodua Mensah, 2014). For that reason, disposal is any event getting rids of public property through the law of the state, in creation, variation, and transfer to the state agency in needs of the assets. Assets disposal is an option when an asset is no longer usable or becomes wasteful to maintain or rehabilitate. An optimized decision-making tool is essential for arriving at an optimal decision about assets rationalization (Ngwira and Manase, 2016).

2.3.1.1 Surplus Items

The surplus assets refer to tangible assets that have become surplus to the need of the provincial government and other public sector institutions. These assets include office furniture and equipment, computers, audio-visual equipment, marine and industrial equipment, lighting and tools, vehicles, portable classrooms, and buildings (Columbia et al., 2016)

"Excess items are those materials that have no immediate use but have accumulated due to improper planning, forecasting, and purchasing," (Gopalakrishnan & Haleem, 2015) explains in their handbook. Surplus is the state of an item when the stock is likely to last longer than the reasonable period or when it is no longer required for the job for which it was purchased, but the material is in good condition. Surplus stocks at a specific time include items, which are more than requirements and may be consumed on a future date. Surplus materials are merely more than what is needed while, obsolete materials are those which are not required at all due to change in design, manufacturing process," etc.(Gopalakrishnan & Sundaresan, 2011)

Dobler & Burt (1996), Describes in his book the primary sources of surplus typically originate from three primary sources 1) scrap and waste 2) surplus, obsolete, or damaged stock and 3) surplus obsolete, or damaged equipment. Inventories are another primary source for generating a

surplus. As he said, surplus from obsolete or damaged stocks is unreasonable to expect that sales forecasting and planning will always be accurate. In case of over anticipation, material excesses above actual requirements inevitably result.

Nair (1994), defines surplus materials as the state of items when the stock is likely to last longer than a reasonable period or when it is no longer required for the job for which it was purchased. He describes that surplus stock arises (a) When purchases are made in larger quantities than the actual production requirements, (b) When buying bulk quantities is unavoidable because one's requirements are too small for economic manufacturing by the supplier. (c) When operations are suddenly curtailed. (d) When there is a change in the specification or size (e) when wrong items have been purchased. (f) When a project is completed.

The common source of surplus materials are excessive sales forecasting and planning, changes occur constantly in the designs and specifications of fast-moving technological products, excessive forward buying, planned over buying and production represent and inventories are another prime source for generating surpluses (Gopalakrishnan & Sundaresan, 2011).

2.3.1.2 Obsolete Items

Obsolete items are those items that have gone out of date because of various reasons, and cannot be used economically and safely in a company. These items are those materials and equipment which are not damaged, which are no longer useful for the institutions' operation, and which have economic worth owing to many reasons. For example change in process and product line. The most common reasons for the obsolescence in many institutions or organizations are the sudden introduction of the new technology, rationalization, and changes in design, without adequate preparation, communication, and planning. There also other reasons such as buying in bulk, faulty forecasts, faulty store keeping, in the adequate application of preservatives, inefficient material handling, improper codification are another common reasons for obsolescence."(Gopalakrishnan & Haleem, 2015)

According to Dobler, (2001) surplus from obsolete or damaged equipment, all machine tools and equipment at some point in their life become surplus for one of two primary reasons: - They wear out, or they become technologically obsolete. On the other hand, the above writer describes that surplus occurs in case of over anticipation, material excess above actual requirement inevitably

result, change occurred constantly in the designs and specifications of the fast-moving technological product, excessive forward buying is another common source of surplus materials, planned over buying and production. On the other hand, Gopalakrishnan & Sundaresan (2011), list the reason for the generation and accumulation of obsolete, surplus, and scrap materials as a change in product design, rationalization, cannibalization, faulty planning, and purchasing.

2.3.1.3 Scrap Items

Scrap items are a type of disposable item that is typically attached to outdated or excess materials and it is described as a byproduct of the production process that cannot be utilized economically inside the company. Scrap material is defined as wasting, spoiling turning, and boring, irreparable components of equipment (Nair, 1994). He lumps together scrap tools that wear out over time and some break while in use.

When scrap is disposed of innovatively; it can provide an acceptable return to the company. A compact disposal organization reporting to the material manager, a continual market survey on the prices of various categories of scarp generated in the plant, and frequent contact with the industries that generate scarp are all required for effective disposal(Gopalakrishnan & Sundaresan, 2011)

2.3.2 Disposal of Unserviceable Properties

Unserviceable properties are those properties that are not performing a function for an organization and required disposing of their location, typically they could be, surplus, obsolete, scrap, excess, and waste items that should be removed by the premises of the organizations. Disposal refers to the transferring of items or properties to another person by sale or other means, or it is the act of getting rid of unwanted materials by burning or burying them for getting benefit (Thai, 2009).In other words, it refers to" putting something into suitable or proper place, or putting something in a place where it kept since using it is ceased, or to be free of something that is not needed"(Tunbul et al, 2010; Oxford University of the press, 2007, John Black, 2002). So an unserviceable material that is unusable to an organization needs timely disposal from premises of an organization. Furthermore, when the benefit of an old asset compared to the new asset is less, and owning the new asset that can be exchanged saves time of service provision and

has the highest efficiency, the government organization or institution can exchange an old asset by the new similar or dissimilar asset and when properties are unserviceable and inefficient, or when they expire, or they are surplus to requirement, or unfit for their purpose, it is better to remove on time from their location(Warren et al, 2005; Granof, 2001).

2.3.3 Methods of property disposal

Return to the supplier, usage within the firm, direct sale to another firm, sale to a dealer or broker, sale to an employee, donations to educational institutions/colleges, and some combination of the former techniques are types of property or fixed asset disposal techniques (Johnson,2011). Dobler& Burt (1996), on the other hand, describes seven methods for disposing of surplus in his book: use within the firm, return to the supplier, and direct sale to another firm, sale to a dealer or broker, sale to employees, donations to educational institutions, and some combination of the preceding methods.

2.3.3.1. Use within the Firm

Use within the firm is always the most profitable form of property disposal. At a well-known Multiplan Pump Company, a list describing the surplus materials and equipment available for use within the firm are circulated to all division. For relatively the new equipment this type of disposal realizes 100 percent of the original cost, whereas return to suppliers typically yields 80 to 90 percent of the original costs(Dobler, 1996).

2.3.3.2 Return to Suppliers

The surplus items that cannot be used within the firm, the return to supplier method of disposal generally the next best method. Suppliers typically allow the return of both new and used surpluses as a courtesy to a good account. Salable items that are returned from inventory are traditionally accepted at original cost, less a nominal restocking charge(Dobler & Burt, 1996).

2.3.3.3 Selling to Other Firms

Sales of equipment to firms depend primarily on the condition of the equipment, pricing consideration, and the availability of similar equipment from other sources. Surplus materials and equipment sell directly to other organizations in some companies. Equipment sales made

directly to a user typically result in a better price than sales made to dealers or brokers(Dobler, 1996).

2.3.3.4. Sales to Dealers and Brokers

The dealers and brokers of surplus referred to as "dealers" constitute an excellent outlet for surplus materials. When a firm advertises surplus materials for sales, dealers often respond. Transactions with dealers are usually where dealt with and most of the time they are for cash. Surplus machine tool dealers, for example, operate in two ways by action, which usually involves selling a plant's entire equipment inventory, or by the purchase of small lots(Dobler & Burt, 1996).

2.3.3.5. Donation for Education Institution

Various engineering and technology institutions, schools, colleges, polytechnics, universities, research centers, medical colleges, and scientific laboratories require various tools and equipment for research. That's why many companies dispose of unwanted materials to academic institutions as a good deed and to benefit from a tax break. Although recent tax laws have reduced the tax benefits allowed for gifts to educational and other nonprofit institutions, desirable benefits sometimes still exist (Dobler& Burt, 1996)

2.3.3.6. Selling to the Employees

Many organizations make it practices to sell both the products they manufacture and their surpluses to their employees. If surpluses are the result of overstocking or obsolescence and the items are in new or good condition, or if they are odds and ends of scrap desired by the do-it-yourself employees, this can be a satisfactory method of disposal. On the other hand, if the surpluses are not in fully satisfactory conditions, such sales regardless of their attractive prices can create resentment in employees to ward their employers. Disposal of surplus, scrap, and redundant property is to be made in a planned way to get maximum revenue or derive other benefits to the organization (Dobler, 1996).

2.3.4 Disposal Criteria

The responsible bodies will reduce stocks of surplus properties in the following categories will be disposed of in the FAMS, according to Texas, (Fixed Asset Accounting and management Manual, 2005).

Excess: - Fixed assets, often known as controlled properties, are assets that are no longer usable or surplus but can still be serviced.

Obsolete: - Fixed assets or controllable items that no longer meet an organization's goal or purpose and are also usable or serviceable.

Worn: - Fixed assets or controllable properties that are still operational but require a great deal of maintenance or repair work, as well as skilled manpower to keep them that way.

Damage or Destroyed: - Fixed assets or controllable things that are no longer operable due to damage or accident and require extensive repairs to bring them back into service.

Scrap: - Fixed assets or regulated goods that are no longer functional, inoperable, and have no market worth beyond their fundamental material content.

Lost or stolen: - Fixed assets or regulated goods assigned to or acquired by an organization but lost or stolen and thought to be unrecoverable.

2.3.5 Stages of Disposal of Goods and Equipment

There are different steps in the disposal of goods and equipment these are; 1) identification of types of disposable stores: - surplus, obsolete, unserviceable, or scrap 2) categorization of items as surplus, obsolete, etc. The standing disposal committee's consideration 4) inspection 5) manner of disposal 6) reserve price fixation 7) approval of competent authority 8) evaluation of the offers 9) accounting entries 10) the purchaser's removal of the disposed of stores and disposal is essential in all settings where the concerned body is reluctant to throw away supplies, such as disposable, which are seen as still functional and usable for a different purpose(Kodua Mensah, 2014)

2.3.6 Impacts of surplus Fixed Assets

When out-of-service items are held by an organization for an extended period and no timely measures are taken, they are exposed to damage and may potentially represent a risk to humans and the environment. Especially, those surplus fixed assets on which a huge amount of money was invested will lose their value and become depreciated. This in turn reduces the return expected from these assets if they are not disposed of on time Warren and Reeve, 2005, Queensland Government Chief Procurement Office Department of Public Works, 2010 cited in (Masaro, 2018). But on the other side, if health-sensitive materials like chemicals, medicines, and food items that are out of use and should be removed on time are not disposed of promptly, they may cause health problems on storehouse or warehouse workers, environment as well as living things.

Moreover, the accumulation and unnecessarily owning unserviceable materials leads to inefficient utilization of warehouse or storehouse spaces and shelving equipment's because they have been occupied and additional costs may be incurred to avail new spaces or equipment for handling serviceable materials and throwing such assets away here and there, and putting in any place for an extended period without responsibility and accountability, using such actions as a means of removing unwanted materials, will affect the environment as a whole (Jones & White, 2008).

2.3.7. Benefits of Disposing Unserviceable property

Effectively managing and taking prompt measures on the growing quantity of no longer serviceable materials reduces challenges to materials management officials and officers, makes it possible to keep the safety and security of human beings as well as the environment (Macaulay et al, 2001). In addition, removing unusable items in an environmentally friendly and fiscally accountable way on time reduces work burden, and safety and security problems; and enables to gain return and economically utilize spaces (MOFED, 2011; BOFED, 2011). Properly carrying out disposal function on time in right and in a legal way without creating any harm to the environment has its benefits. These might maximize space utilization, return, investment, and reduce the work burden related to stocktaking, preservation, record keeping, and follow-up. In

general, disposing of unserviceable assets on time economically enables to make the whole life asset management function efficient, effective, and complete.

2.3.8 Reasons and Methods of disposal in the Ethiopian context

There are four commonly known reasons for the disposal of public property or fixed assets, according to the federal government procurement and property management directive No.9/2010 and other regulations. These are situations where an asset is no longer usable owing to age or an accident, surplus, has become obsolete owing to technical progress and is no longer cost-effective in terms of cost and time, or has been abandoned and lost.

Unserviceable: - due to different factors including normal usage of assets, old age, or accident, the cost of repairing the asset might become much more expensive than the use. The public body can drive out it in such case it becomes a rational decision to dispose of the asset instead of incurring additional repair costs (MoFED, 2007).

Obsolete: - obsolescence of an item can happen due to several factors. An asset could become obsolete due to technological change, may not fit with other assets in use, the output of the asset might not be accepted by the end-user and similarly using the asset might not be economical in terms of cost and time. Due to such reasons, the assets need to be disposed of (MoFED, 2007).

Surplus: - Even though an asset is in good working order and is not obsolete, the public body may not use it right now, and other public bodies may require it in the future, making it more cost-effective to dispose of the asset rather than keeping it and rendering it obsolete or unserviceable(MoFED, 2007).

Abandoned Assets: - are assets in the custody of the police or a legal institution, or assets whose owners are unknown or unable to meet a legal condition to become the final owner of the asset. The public bodies that keep these assets are not using the item as fixed assets. Rather the assets are held due to the normal course of operation of those public bodies(MoFED, 2007).

There are six alternative way of public property disposal methods, this could be disposal through transferring to another institution as a gift, disposing of by sales, burning or burying, take part and selling as spare parts, disposing as scrap, and by auctioned or auctioned it to the public(MoFED, 2010)

2.4 Empirical Review

Bwire(2020)conducted a study on the assessment of factors affecting the practice of asset disposal in public sector organizations. The study finding provided that insufficient budgeted funds for the implementation of asset disposal, long procedure, records keeping, many dependencies on the higher approving authority or government, or political interference in procurement and disposal of asset and policies where statistical significance to the effective disposal of asset practices. The study recommended that the public procuring entities should have a procurement plan for disposal of an asset and enough budgeted funds for the disposal of asset practices to ensure effective disposal and also there should be clear policies and procedures that will aim to achieve value for money disposal.

Masaro's (2018), survey result revealed that the head, disposal committee, property managements unit of public organization, as well as the regulatory body, have given less attention to disposal function. As a result, a large number of no longer functional fixed assets and stock goods have occupied storage areas and shelving equipment, and have been located under the custody of government agencies due to inefficiency and ineffectiveness. According to the findings, there is a significant skill and knowledge gap in property management policies and procedures, therefore, the concerned body should train and capacitate employees on property disposal policies and procedures, the disposal plan should be prepared and the head of each public organization should support and follow up the accomplishment of the duty and there should be corrective measure for long-lasting unserviceable assets.

Sisay (2017)conducted a study on the Assessment of Vehicles Disposal method in the case of the Defense Vehicles Administration Service Department. The study's major goal was to evaluate vehicle disposal methods (end-of-life vehicles) in the context of defense vehicle administration. The study adopted the descriptive research design method. The data was collected from different data sources. The study finding stated that inadequate training for employees; insufficient stores and lack of knowledge to dispose of unused vehicles were some of the major problems of disposing of vehicles. The study suggests that a proper assessment of training and development needs to be undertaken and that training policies, guidelines, manuals, producers, and structures be built to perform efficient unwanted vehicle disposal.

Namusonge (2014) conducted research entitled Factors Affecting the Rate of Disposal Assets in Public Sector Organization. Disposal of an asset in a public organization faces many challenges including lack of procurement planning for asset disposal, the choice of methods of disposal which appears to be long and complicated, and also the need to seek approval of disposing asset from the higher authority. Based on the study findings it was concluded that all the independent variables affect the dependent variable to large extent. According to the study's findings, disposal rates in public sector organizations in the Yatta Sub-county were low, and procurement planning for disposal processes was described as slow and cumbersome. The report advised that the public sector organization within Yatta Sub-country should embrace stringent procurement planning for disposal. They should follow the rules set out in the Public Procurement and Disposal Act and Regulations, which require the formation of a disposal committee and allow departments from mother ministries located in geographically dispersed areas to spearhead their disposal activities rather than relying on a higher authority to approve disposal activities.

Teshome (2015) researched the Benefits and Challenges of Public property disposal practices on a Federal level. The purposes of the study are to assess the benefits and challenges of public property disposal practices at the federal level in the case of Addis Ababa. The study finding stated that awareness in public property disposal procedures, fixed asset management information system/documentation/ effective and efficient disposal service delivery, disposal of ICT material Car batteries and tires, concern for public property and employees turnover, a poor concern of the officials and awareness gap on public property administration have been identified as the challenges of public disposal. The study recommended that to maximize the benefit obtain from public asset disposal the PPA should provide detailed principles of the fixed asset management process. The public property administration should empower to monitor and take action for improper public property administration, there should be the proper storage and planting cycling factories to minimize the risk arise from mishandling of ICT materials.

Ndosi (2013) researched the disposal of an asset in the Government Executive Agency in the case of Tanzania Institution of Accountancy. The purpose of the study was to determine the challenges associated with the disposal of an executive public asset in government agencies. The study used a descriptive research design. The data was collected using primary and secondary data sources. The findings of the study indicated that the Tanzania Institution of accountancy

(TIA) has a high cost of managing disposal assets because assets become obsolete and due to factors such as the waiting to accumulation of disposal items to reach the required level. Attaining efficiency, effectiveness, and economy of disposal in public sector organization, the researcher demonstrated that, unclear procedures on how the disposal of an asset should be undertaken or unclear criteria for asset condemnation contributes to the factors affecting the procuring entities to attain the effective practices of asset disposal. The research recommended that disposal of the public asset should be guided by public law, not by the TIA internal policy. The management should be able to decide and use different control methods like standardization and variety reduction and there should be department communication and integration between purchase personnel and stock keeper.

2.4.1. The Driving Forces for Efficient and Effective Public asset management

The major driving forces for efficient and effective public asset management includes(1) new public management movement 2)demand of financial payoff from real asset management 3) accounting reform and application of private-sector practices to government fixed asset management (Kaganova et al 2006 cited in Yaotai, 2011).

Asset management development has been driven by external and internal factors. The external factors are rooted in New Public Management (NPM) and include central government policies; budgetary pressures; recognition of the financial payoff to better asset management; and accounting reforms. The internal factors, on the other hand, are the problems associated with the existing reactive approach to property management. Apart from NPM initiatives, commissioned reports on asset management have also been instrumental in leveraging asset management development. As a concept, asset management is strategic (Makaranga NGWIRA, 2015).

2.4.2. Public Property Management Practices

The Public asset management practice is not about following international guidelines, but it is the realization of the need for an integrated process combined with different abilities and specializations to deliver the required level of administrative purpose and aims with the available resources(Yusoff et al, 2015). The Municipal Government and other public institutions have only recently come to recognize and appreciate the significance and value of adopting asset management practices. For instance, kaganova, et al (2006) cited in Makaranga NGWIRA, 2015)

point out that only in the past two decades the regional government authorities have begun to understand the full implication of managing their property assets.

Up until the late 1980s and before the adoption of asset management approaches to property management, public authority focus on property management was principally targeted at those responsible for managing properties. When compared with associated regional public authority relatively small group of staff organization machine and its associated range of activities. Only recently have government, including regional authorities begun to realize the usefulness of implementing broad policies that address the users as well as the managers of these assets. Such a framework is typified by the asset management approach to managing property assets (Kaganova, et al, 2006).

Asset management framework for the government authority organization assets helps to achieve efficiency and effectiveness through increasing the efficient use of facilities; minimize operation cost; locating offices and services in functional and not necessarily in prime areas; and by knowing the highest and best use of assets amongst other benefits. One of the consequences of not adopting an asset management approach for managing public organization property was that the management of such properties tended to be fragmented (Kaganova, et al, 2006). Such fragmented management of property assets was made worse by a lack of public authority organization-wide strategies, policies, and rules which are normally available where asset management practices are in a place. In practical terms, fragmentation means that public property was divided into multiple portfolios based on reasons unrelated to asset management effectiveness or efficiency, and each portfolio was administered independently. Even if some section of the public unit managed these properties well, the overall performance result of property assets and management practices tended to be suboptimal. Furthermore, public organizations encountered economic inefficiencies associated with the performance of their property assets as a result of fragmented management. Physical and economic underutilization, as well as inadequate maintenance and repair of public authority organization property assets, were examples of inefficiencies. Furthermore, Public authorities could not readily exploit surplus or underutilized property as there were no mechanisms to transfer property between committees or to encourage the identification of surplus property disposal. This was due to a lack of an asset management approach. The weaknesses that emerged as a result of the fragmented management

manner in which Public authorities managed their property assets were compounded by some specific problems. According to the Audit Commission report (1988a; 2000) cited in Makaranga NGWIRA, (2015) these specific problems included: a) they couldn't make informed property management judgments since they didn't have enough information about the property. b) Failure to carry out regular property reviews which are necessary if the property is to be managed as a dynamic rather than as a static resource. c) There were no incentives for users to manage their properties efficiently and effectively since they saw no value in submitting their underutilized properties for disposal or use by other service areas. d) The opportunity costs of keeping property were not recognized, resulting in property not being used to its full potential. e) There was a lack of coordinated maintenance strategy resulting in maintenance budgets being used for what they saw to be more pressing needs, with few public authorities carrying out a full condition survey of building to assess the scale of their maintenance backlog. f) Lack of effective financial and managerial procedures to aid proper accountability. g) Political apathy and opposition to change property management practices. h) Lack of challenge of the need for owning property or did not review how property services were organized and obtained.

On a Global scale, there are two groups in asset management practices in the public organization. The first groups are those countries that are already designed and implemented advanced reform in public asset management. These include Australia, New Zealand, the United Kingdom (UK), and Canada. The other groups are those countries just starting to develop a system of public asset management. A significant large number of the countries are categorized in the second camp. The majority of them are being developed countries. Based on the study of developing countries such as ex-socialist countries in Central and Eastern Europe (CEE) and the former centrally organized countries, it has been argued that these countries suffer an increasing demand for property management improvement at the state government level and this increasing demand is because these countries have been rapidly transferring their public assets and decentralizing their organizations (Muhammad Hanis, 2013).

Despite the strong public sector and service delivery significance, the issues of public asset management practices are surprisingly similar in many different countries regardless of their territorial and regional differences, institutional contexts, and policy and strategy differences (Kaganova et al, 2006).

Public asset management has not developed in a uniform way across the world. Australia, New Zealand, and the UK lead the world in their development of public asset policy and practices in large measure driven by strong national government direction; whereas like the USA, there has not been this strong national policy direction the development of asset management tends to lag behind these leading countries. Even where it is most advanced management is still in its infancy, but there is a growing worldwide interest in it. In developing countries and countries in transition, asset management is not-existent or at best in embryonic form with property decisions made on an ad hoc basis rather than strategically (Kaganova and Nayyar-Stone, 2000 cited in Phelps, 2009).

2.4.3. Public Property Asset Management Development Practices in New Zealand

The development of asset management in New Zealand was prompted by the need to tackle the massive fiscal problems and an inefficient economy that was negatively affected by extensive public authority involvement in economic activities. In response, the country has since the 1980s undergone a period of far-reaching structural reforms aimed at improving the internal efficiency of the economy while simultaneously bringing greater stability to the macro economy (Worley, 2000 cited in Makaranga NGWIRA, 2015). Concerning the public authority, reform was aimed at both reducing the role of government in the provision of goods and services, and improving the efficiency of the Public authority. These reform measures also influenced the development of asset management in local authorities. Worley (2000) states that there were several key influences on the development of improved asset management practices in government authority in New Zealand. These influences included legal reform in accounting practices, the need to curb local authority organization spending, the requirement on the part of public authorities to produce asset management plans, and technological changes.

Regarding legal reform of accounting practices; statutes were introduced requiring public bodies including local authorities to adopt accrual accounting techniques as well as implementing transparent and prudent financial management and long-term financial planning. These changes in accounting practices contributed to asset management development as it became a statutory requirement to recognize the depreciation and replacement of assets in the accounts. The growth in local authority spending further spurred asset management development in New Zealand. Changes in information technology also played a significant part in asset management

development in the local authority in New Zealand. In particular, advances in information systems enabled local authorities to collect and manage asset inventory information (Muhammad Hasbi Hanis, 2013)

2.4.4. Public asset management Practices in Australia

Australia, on the other hand, has not implemented economic reforms to the degree that New Zealand has. However, both federal and state governments have implemented strategies aimed at securing gains in efficiency and productivity (Worley, 2000). In Australia, the asset management concept was tied to local authorities. State asset management reform in Australia has derived logically and consistently from broader reforms to increase the productivity and efficiency of Australia's public sector and economy (Conway, 2006, p. 25). The need to strengthen domestic competition and increase labor market flexibility has been a central, recurring theme of reforms. This has applied equally to the economy as a whole and the government, leading to increased use of market-type mechanisms in the public sector and a profound transformation of the Australian public service. The need to make government more efficient and effective while strengthening its financial position has been another important motivation, leading to a completely reformed public budget process focused on outputs and outcomes, not inputs, and to progressively implement private-sector financial accounting and reporting practices in the public organizations Conway, 2006 cited in (Makaranga NGWIRA, 2015).

According to Meritic, (2006) cited in Phelps (2009) concluded that Australia and New Zealand are representative of world best practices in public asset management. It remarks that New Zealand has a holistic approach whereas Australia leads in advanced asset management techniques. It confirms that consistent national practice is the single most important factor acting as a stimulus to strengthening asset management in these countries.

2.4.5. Malaysian Public Sector Asset Management Practices

In the context of Malaysian asset management, the focus is mostly on building operations, which includes maintenance, space management, user space requirements, and security management. It also handles property management services such as valuation, purchase, and disposal, which are typically associated with the creation of new structures. In terms of tenancy, the engagement of public organizations is confined to the occupation of office space in private buildings (Mohd Isa,

2000). In 2009 the Malaysian Government accepts and launched a Government Asset Management policy. This outlined the direction and implementation of Government assets. The concerned body is giving serious emphasis to asset management because large amounts of money have been invested to provide various facilities to the nation. The objective of the Government Asset Management policy is in line with the government's effort to create first-class maintenance culture, which following first-class infrastructure asset development that has been and will be implemented in Malaysia (Yusof, 2013). The Total Asset Management Manual (TAMM) is the Government Asset Management policy, which emphasizes the systematic and holistic management of government property assets to achieve maximum asset benefits, and outlines the strategies and principles of asset management application for every government organization (Wan Yusoff, 2015).

2.4.5 Asset Management Planning

The Asset Management Planning concept is about planning for closing the identified service level gap. The asset management planning process is crystallized into a formal documented plan called a property asset management plan. A property Asset Management Plan (AMP) is defined as a document that sets out the Asset Strategy to help determine which assets should be acquired, renewed, improved, maintained, or disposed of. An asset management plan involves developing integrated capital plans or strategies for closing the asset performance gap through asset solutions (capital investment; asset maintenance; asset disposal; and workspace and accommodation plans) or non-asset solutions (demand management options). An asset management plan is then operationalized through the processes of strategy formulation, options appraisal, and development of life cycle asset strategies, strategy implementation, and monitoring and controlling of the implemented strategy (NGWIRA, 2015)

2.5. Summary and Gaps to be filled by the study

On a global scale, there are two groups in public asset management practices in the public organization. The first groups are those countries that are already designed and implemented advanced reform in public asset management. The other groups are those countries just starting to develop a system of public asset management. In most developing countries public property management practices are still in their infancy or embryonic stage. Asset management is the

process of making and implementing decisions related to acquisition, management, and disposal. Property disposal is becoming a global concern as its impact cuts across every organization and individual. Disposal is part of the property management cycle that starts with the initiation of the process of disposing of unserviceable, obsolete, or surplus stores, other assets, and equipment and ends when the disposal has been completed and accepted. Disposal refers to the transferring of items or properties to another person by sale or other means.

According to the federal audit office major findings during the audit report during the property registration week consultative forum on March 17, 2021, which is prepared by the public procurement and property administration agency there is the various problem in the management and disposal of public property and that require further work. By its nature, public hospitals are different from other public service providing organizations because in public hospitals there are hung amount of assets like medical equipment, chemicals medicine, and other properties so they need proper management and disposal systems. At present, there is no available information that describes the actual practices of handling and disposing of the public properties in the selected hospitals of Addis Ababa. If there is no proper management of public properties, the mission and the day-to-day activities of the hospital may not be going well.

According to the literature review, the researcher suggests the following gaps in the literature review. i) There are limitations on research conducted concerning public property disposal management practices and the researchers also advocated further research and the need for a more comprehensive study on the issue of public property disposal and management practices. ii) In the past decades, limited studies have been conducted in this area of Ethiopia. As per the researcher's level of understanding, there is no research study conducted on the topic with a similar target by taking the public health service providing institutions in the Addis Ababa city administration. Hence, this is an excellent time to undertake such a study in this area.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

Introduction

Research is an endless effort of truth. It certainly brings to light new knowledge or correct previous study errors and misconceptions on the existing body of knowledge in an ordinary manner. This chapter will present the methodological framework applied to solve the research problem and to answer research questions. This chapter starts with the chosen research design, research approach, and the source and types of data, target population; sample size and data collection techniques will be presented. In addition to this, the research presented the ethical consideration of the study.

3.1 Research Design

The descriptive research design type was used in this study. Because the study describes the current situation of the issue and forwards a possible solution for the problems identified related to public property disposal practices in the institutions. (C.R.Kothari, 2004) states that descriptive design is concerned with describing, analyzing, recording, and reporting conditions that existed or exist. According to (Mugenda, & Mugenda, 2003:39) descriptive survey design is appropriate because it involves entails gathering data to answer questions concerning the present practices of the subjects of the study.

3.2 Research Approach

Research approaches are plans and procedures for research that span the steps from broad assumption to detailed methods of data collection, analysis, and interpretation. It contained a qualitative and quantitative component that enables the researcher easily to assess the public property disposal practices in the case of Addis Ababa selected Public hospitals.

3.3 Sources and Types of Data

To generate relevant data for this study both primary and secondary data source was considered achieving its objective. To collect relevant data for this type of descriptive research unstructured questionnaires and personal interviews were conducted. The primary data are kinds of data that is collected from the data source without going through any existing sources. Secondary data on

the other hand contain relevant data that has been collected for different purposes but from which the conclusion is valuable for the purpose (William Zikmund, 2012). In this study, the primary data was collected through an unstructured questionnaire and semi-structured interview, and observation. Secondary data was obtained from external sources such as the internet, journal, organization audit report, directives, manuals prepared for training purposes, and other published and unpublished documentation sources.

3.4 Target population, sampling size, and sampling technique

3.4.1 Target Population

The population is described as a group of elements or people to whom a researcher intends to apply (Aron & Coups, 2008)). According to Burns and Grove (1993), a population is defined as all elements like individuals, objects, and events that meet the sample criteria for inclusion in a study. The population of this study was Menelik II referral hospital and Yekatit 12 hospital selected by simple random techniques and the target population contains, property administrators and store workers, biomedical case team, auditors, building administration, purchasing directorate, disposal committee, responsible staff worker who are directly or indirectly participate in the property disposal activities constitute the population of the selected hospital in Addis Ababa was selected for the study by purposive sampling technique due to its responsibility to coordinate, organize, participate in the property disposal and management activities and the health service delivery activity as well as lead different institutions activities based on their respective level.

3.4.2 Sampling Techniques and Sampling size

The sampling technique in this study non-probability sampling techniques and purposive sampling techniques was employed. Purposive sampling techniques were used to select, property administrators and store workers, biomedical case team, purchasing directorate, auditors, public building administration, disposal committee responsible staff workers who are directly or indirectly participate in the property disposal activities constitute the population of the selected hospitals in Addis Ababa was selected for the study by purposive sampling. Both qualitative and quantitative techniques were applied. The sampling size for the study was 8 management bodies and 112 employees, 55 participants from Menelik II referral hospital, and 57 from Yekatit 12

hospitals. The selection of the sample was based on purposive sampling techniques. A total of 112 questionnaires were distributed to get the perception of employees in this study, the sample size of 120 considered adequate for the study.

3.5 Data Collection Instrument

The choice of the method to use is influenced by the nature of the problem and by the availability of time and money (Cooper, & Schindler, 2006). In this study closed-ended and open-ended questionnaire, personal interviews, and observation were employed to gather relevant information from the respondents.

3.5.1 Questionnaire

For the gathering of data, closed and open-ended questionnaires were developed and distributed to the respondents. The questions used in the questionnaires are five-point Likert scale type questions (scale, 5, strongly agree, 4, agree, 3 neutral, 2, disagree, 1, strongly disagree). The reason for using a questionnaire is more efficient in that requires less time, less expensive and responses are gathered in a standardized way, it is an objective type, certainly easy to tabulate. This method was used because it is simple and minimizes cost and required less time than others. Before the distribution of the questionnaire to the sampling population pilot test was conducted to 25 selected employees of the public hospital by using simple random techniques, this assessment helps to me to get feedback as to whether or not the questionnaire is clear and helping to refine the questionnaire for the research.

3.5.2 Interview

A semi-structured interview was carried out by the researcher as a data-gathering tool to secure important and in-depth information from some selected bodies that mean, the eight interviewed participants were, 2 (two) property disposal committee heads of the two hospitals, 2 public property administrative and general service directorate of the two hospitals, 2, biomedical department head of the two hospitals, 1 public property directorate of federal (PPA) and one from Addis Ababa city administration public building and property administration authority vice general. This kind of interview collects detailed information. The researcher uses this method because it is useful to investigate issues in an in-depth way and identify challenges of property

disposal practices. The researcher believes that interviewing those selected departments head or concerned body was strengthening the ideas and information gathered from the respondents of this study.

3.5.3 Observation

The observation was used to gather additional information for cross-checking the opinions of the interview respondent. And it can help the researcher to pick pictures or photos of each organization's disposable property and their handling activities in the land area or on the ground.

3.5.4 Documentary sources

The other method of data collection instrument through the use of official documents or personal documents as the source of information is documentary sources. These sources consist of readily available information and report whose data may be used by researchers for their studies. Secondary data were obtained from external sources such as the internet, journal, organization audit report, directives, manuals prepared for training purposes, and other published and unpublished documentation sources.

3.6. Data processing and Analysis

The collected data through different tools were arranged in the form of that can give meaning and the quantitative data was gathered through the use of a survey questionnaire then, edited, coded, and entered into the computer software called statistical package for social science SPSS version 26 by using descriptive statistics which incorporate the use of frequency and percentages and the findings were described and presented in the tabular format using and other statistical tools and the interview and observation data by the narrative to support the quantitative data. Therefore, the correct interpretation of the data in the descriptive form is made to draw a conclusion from the analyzed data and to lead valid conclusion on the study.

3.7. Ethical Consideration

The researcher considers the research value for voluntary participation, and confidentiality to ensure the protection of the respondents from any possible harm that can arise from participating in the study. Ethics is there to minimize harm and to ensure that the research participants are not subject to any risk or exposure due to any improper methods of protecting privacy. Concerning the research work, the selected hospitals were asked their agreement with a supporting letter issued by Addis Ababa university college of Business and Economics and the institutions becomes a volunteer for the research work. The data gathered from respondents was not transferred to a third party or not used for any other purpose other than academic.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

4.1. Chapter Overview

The previous chapter deals with research methodology, this section deals with data analysis, data presentation, interpretation, and findings based on the different data sources regarding the assessment of public property disposal and management practices in Addis Ababa selected public hospitals. The data was mainly collected from the selected hospital by using a questionnaire and interview and distributed to Menelik II referral and Yakatit 12 hospitals. Furthermore, data were collected by using field observation and secondary data sources from the two hospitals. The reason why the researcher used different data sources was to increase the reliability and accuracy of the data and to strengthen other data sources of information. This in turn enhances the quality of the research findings up which the conclusion can be drawn. The data analysis is grouped into three sections; these are personal information of the respondents of the questionnaires and interviews, detailed analysis regarding the questionnaire and interview, in combined with the manner with other data sources, and finally a summary of the findings of the study, because of the contents of the questionnaire, interview, and secondary data sources have the same objectives regard to the research study. Finally, the data were summarized and presented in the table, frequency, and percentage in the whole process of this chapter.

4.2. Characteristics of the Respondents

The purpose of the personal information of the respondent are to indicate their general background with regards to, their working area, work experience, educational level, gender, age field of study, are related with the activities they performed to understand the sample population, whether they have a relevant contribution to this study or not. To understand the public property disposal and management practices and operational challenges of the selected hospitals, detail assessments was made using unstructured questionnaire and interview. Profiles of respondents and detailed analysis results of the study are presented in the next section.

4.2.1 Respondents Response Rate

This study covered a total of 112 respondents for the questionnaire who are working in the selected hospitals under the Addis Ababa city administration from the total distributed questionnaires 109 respondents were field properly and returned to which accounts for 97.3 percent. This is an interesting response rate and considered sufficient to draw a logical conclusion.

4.2.2. Demographic Characteristics of the Respondents

To understand the profile of the study participants, respondents were requested to fill in questions related to their attributes such as gender, age, educational level, year of service, and field of study. The result of the study indicated the following table about the participants of this study.

Table 4.1: Demographic Characteristic of the Interviewees

Variables		Frequency	Percentage
Gender of the interviewees	Male	6	75
	Female	2	25
Age of the interviewees	25-30 Years	2	25
	31-40 Years	3	37.5
	Above 40 years	3	37.5
The educational level of the interviewees	Diploma	1	12.5
	1 st Degree	6	75
	2 nd Degree	1	12.5
Work experience of the interviewees	2-4 Years	3	37.5
	Above 5 years	5	62.5
Field of the study of the interviewees	Accounting	1	12.5
	Biomedical Engineering	2	25
	Business Administration	1	12.5
	And other	4	50
Total Interviewees		8	100

Data source: Field survey of 2021

The above survey result shows that the total numbers of the interviewees who were participated in the study were 8 in number out of these participants 6(75%) of the total interviewees were male and the remained 2(25%) of the interviewees were female. The field study shows that the number of women participated in the interview were lower than male. From this, we can see that women's participation in key positions low and that women's participation in the key position should be an increase in the future.

Table 4.1, item two of the above survey result regarding the age of the respondent shows that 2(25%) of the interviewees are in the age group of 25-30, followed by the respondents in the age group of 31-40 were 3(37.5%) and the remained respondent 3(37.5%) were in the age group of above 40 years. From this, we can conclude that majority of respondents are economically active and mature age.

Concerning the educational level of the respondents 1(12.5) percent diploma, 6(75) percent hold a first degree and 1(12.5) holds a second degree, besides this the majority of the respondent 5(62.5) percent have the work experience of more than five years and the remained 3(37.5) percent of the respondents have work experience of 2-4 years, that enables them to understand the questions raised by the interviewer and to replayed the questions easily in the discussions time. This fact is very helpful to get more accurate data from those well-experienced and educated participants of this study.

Based on the field of the study of the interviewees, 1(12.5) percent of the respondents study accounting, 2(25) percent of the interviewees study biomedical engineering, 1(12.5) percent of the respondent field of study is business administration and the remaining 4(50) percent of the interviewees study other fields. The field of the study is appropriate with their positions.

In general, the interviewees are more relevant in terms of the research topic or the assessments of public properties disposal and management practices in the selected hospitals.

Table 4.2: The respondent background information for the questionnaires

Variables		Frequency	Percentage
Name of the institutions	Menelik referral hospital	53	48.6
	Yekatit 12 Hospital	56	51.4
	Total	109	100.0
Sex of the respondents	Male	42	38.5
	Female	67	61.5
Age of the respondents	18-24 Years	10	9.2
	25-30 Years	49	45.0
	31-38 years	31	28.4
	39-45 years	8	7.3
	Above 46 years	11	10.1
The educational level of the respondents	Bellow certificate	1	0.9
	Certificate	1	0.9
	Diploma	23	21.1
	Degree	79	72.5
	Masters and above	5	4.6
Work experience of the respondents	less than one year	5	4.6
	1-5 years	50	45.9
	6-9years	37	33.9
	10-14 years	8	7.3
	above 15 years	9	8.3
	Total	109	100.0
Field of the study of the respondents	Accounting	44	40.4
	Management	22	20.2
	Business administration	8	7.3
	Economics	6	5.5
	Other	29	26.6
Total Respondents	Total	109	100.0

Data source: Field survey of 2021

As shown from the above table 4.2, in the first item 48.6 percent of the respondents were from Menelik II referral hospital and the remained 51.4 percent of respondents were from Yekatit 12 hospital. The researcher assumed that these are better to get balanced and appropriate information for this research work because there is appropriate distribution of the questionnaires among the two selected hospitals regarding their population size.

Based on gender all the respondents were responded to the questions. The above table 4.2 shows that 42(38.5) percent of the respondent were males and 67(61.5) percent of the respondents were females. The finding of the study revealed that the selected two hospitals under the city administration are being occupied by females. Therefore, males should highly be encouraged to involve in the institution to create gender balance.

The findings from the above table 4.2 show that 10(9.2) percent of the respondents were in the age group of 18-24 years, 49(45) percent's of the respondents were in the age group of 25-30 years, 31(28.4) percent's of the respondents were in the age group of 31-38 years, 8(7.3) percent of the respondents were in the age group of 39-45 and the rest 11(10.1) percent of the respondent were in the age groups of above 46 years. From this finding majority of the study participants were in the productive age group, so the organization should be used appropriately for better service delivery and efficiency.

The respondents were asked to indicate their educational level in the research questionnaire based on the finding result on the above table 4.2 revealed, 2(1.8) percent of the respondents were having the educational level of certificate and bellow certificate, about 23(21.1) percent of the respondents were having the educational level of diploma, 79(72.5) percent of the respondent were having an educational level of the first degree, and the remained 5(4.6) percent of the respondents were having masters and above educational level, therefore the findings of the study displayed that the majority of the respondents were having an educational level of the first degree and above which predicts that they are appropriate respondents to give reliable and accurate information to this study and they were having more knowledge to understand easily the questions on the property management and disposal practices of the institution.

On the other hand based on the work experience of the respondents the above table 4.2 presented that, 5(4.6) percent of the respondents were having work experience of less than one year,50(45.9) percent of the respondents were having work experiences of 1-5 years,37(33.9) percent of the respondents were having work experience of 6-9 years,8(7.3) percent of the respondents were having the work experience of 10-14 years and the remained 9(8.3) percent of the respondents were having work experience of above 15 years. The results of the findings show that most of the respondents have better work experience; therefore, it is believed that respondents have a better knowledge of the institutions' property management and disposal practices. In terms of the fields of study of the respondents 44(40.4) percent of the respondents were studied accounting, 22(20.2) percent of the respondent were studied management, 8(7.3) percent of the respondents were studied business administration, 6(5.5) percent of the respondents were studied economics, and the remained 29(26.6) percent of the respondents were

studied other related fields. From this, we can conclude that the majority of them have studied related fields on their job specification can understand the issue easily.

4.3 Survey result of a sample of the selected two hospitals

To understand the public property disposal management practices and operational challenges of the selected hospitals, detail assessments was made using unstructured questionnaire and detail analysis result of the study presented in the next section.

4.3.1 The practices of unused property disposal and handling activities in the hospitals

Table 4.3: Data handling practice for all obsolete, obsolescence, and other scrap items

No	Statement	Response	Rating scale					Total
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
1	Surplus, obsolete, and scrap properties have got focus and care up to disposal.	F	7	44	13	30	15	109
		P	6.4	40.4	11.9	27.5	13.8	100
2	Obsolete and scrap properties are disposed of according to their value ability.	F	7	39	15	31	17	109
		P	6.4	35.8	13.8	28.4	15.6	100
3	The proper disposal process is followed to dispose of all the scrap, obsolete and surplus properties.	F	3	42	21	30	13	109
		P	2.8	38.5	19.3	27.5	11.9	100
4	There is the practice of separating the unused property from serviceable properties.	F	7	45	17	27	13	109
		P	6.4	41.3	15.6	24.8	11.9	100

Data source: field survey of 2021

The result of the above table 4.3 shows that 7(6.4) percent of the respondents strongly disagreed with the statements, surplus, scrap, and obsolete properties have got care and focus up to disposal time, 44(40.4) percent of the respondents were also disagree that obsolete, scrap and surplus properties have got focus and care up to disposal, 13(11.9) percent of the respondents were neutral on this statement, 30(27.5) percent of the respondents agreed on this statement surplus, scrap, and obsolete properties have got care and focus up to disposal time, and 15(13.8) percent of the respondents also strongly agreed that obsolete, scrap and surplus properties have got care and necessary protection until removed or disposal time. From this, it can be concluded that

51(46.8) percent of the respondent said public properties will not give adequate protection and care until it is removed.

Figure 4.1: The scrap and obsolete properties in the two hospitals

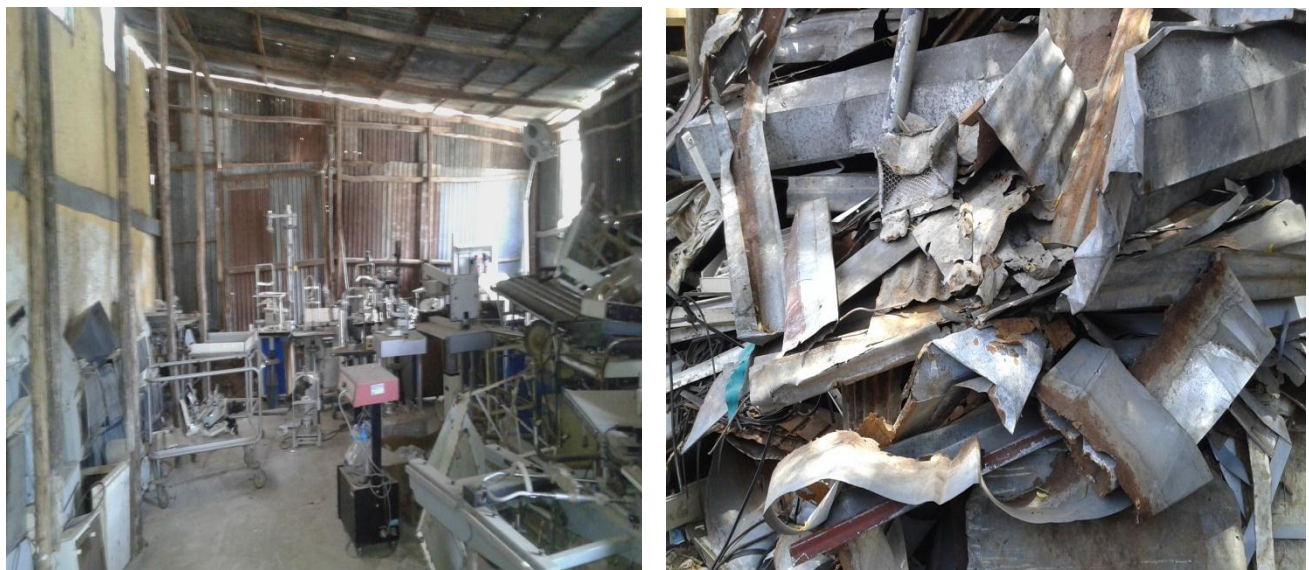


Data Source: Field observation 2021

From the field observation and the above picture discarded or obsolete, scrap and surplus public properties do not have got proper care and protection until it is removed and they will be left to rot in the corridors, everywhere in the institution compounds and affected by dust, rain, and sunlight. All eight interviewees also confirmed this to me. It is often the case that top managers and employees do not see the public properties of their owned and it does not make any sense when the properties break down and replace it with the new one by through the old. In the institution there are some properties in each corridor of the office, organization compound, and the store, some of the properties are excess due to unplanned purchasing, and some of them are repairable and the majority of the properties are destroyed by sunlight and rain and the other properties are full of dust. The properties like human beds, operational machines, x-ray machines, chairs, tables, windows, doors, shelves, barrels, cans, scrap metal, and other properties are there everywhere in the institution. The problems were lack of commitment, attention, and concern of the individual and other concerned bodies.

Regarding item 2 in the above table, 7(6.4) percent of the respondents strongly disagreed that obsolete and scrap properties disposed of according to their usefulness, 39(35.8) percent of the respondents disagreed with this statement, which means obsolete and scrap properties are disposed of according to their usefulness, 15(13.8) percent of the respondents were neutral on this statement, 31(28.4) percent of the respondent agreed on this statement, 17(15.6) percent of the respondents strongly agreed that obsolete and scrap properties were disposed of according to their value ability.

Figure 4.2: Some Scrap Properties in the two Public Hospitals



Data source: Field observation 2021

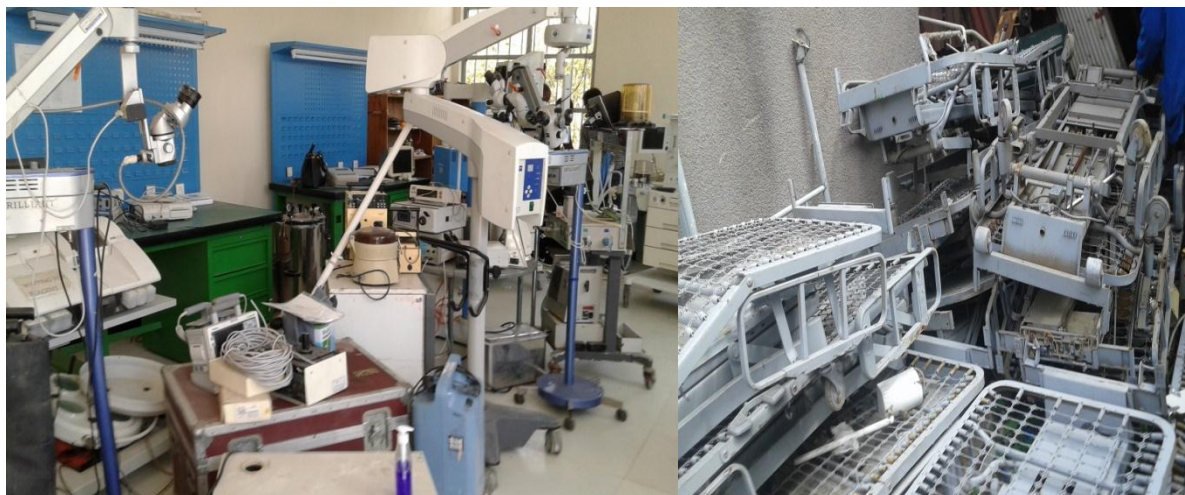
According to the city administration public building and property administration authority vice manager point of view, in the current situation or context, the disposal of the organizations' properties has been initiated and is yielding results, but it is not possible to say that it is in the desired manner. During the field observation, it was observed that scrap metals, tires, car batteries, and cartridges, in particular, had been identified as important, but some properties had not got proper attention and could not be properly identified. During the field observations, it can be seen that the positions are stacked on top of each other and are difficult to count or identify. It can be seen that they do not follow the correct disposal system. As can be seen from the analysis part in the above tables the respondents who agree or disagree on the issue are close to each other. This reinforces the response from the observation and interviews. Most out-of-service and

obsolete properties special biomedical equipment are not disposed of on time and identified according to their economic value.

In the above table 4.3 of the third item, 3(2.8) percent of the respondents strongly disagreed that the proper disposals process is followed to dispose of all the scrap, obsolete and surplus properties, 42(38.5) percent of the respondents were disagree on this statement, 21(19.3) percent of the respondents were neutral on this statement, 30(27.5) percent of the respondents agreed, and 13(11.9) percent of the respondents strongly agreed that the proper disposal is followed to disposed of all the scrap, obsolete and surplus properties in the institutions. In the manual, there are processes to dispose of public properties.

The result of the above table 4.3 in the fourth item shows that 7(6.4) percent of the respondents strongly disagreed that there are the practices of separating unserviceable properties from serviceable properties, 45(41.3) percent of the respondents disagreed with this statement, 17(15.6) percent of the respondents were neutral, 27(24.8) percent of the respondent agreed that there is the practice of separating unused properties from serviceable ones, and 13(11.9) percent of the respondents strongly agreed on that in the institution there is the practices of separating usable properties from non-usable properties.

Figure 4.3: The two hospitals surplus, obsolete and maintainable properties



Data sources: Field observation 2021

Table 4.4. Disposal planning, rules, regulations, and procedures

No	Statement	Response	Rating scale					Total
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
1	There is an annual disposal plan in the institution.	F	11	15	38	26	19	109
		P	10.1	13.8	34.9	23.9	17.4	100
2	Property disposal practices are carried out following the annual disposal plan.	F	16	24	32	23	14	109
		P	14.7	22.0	29.4	21.1	12.8	100
3	The property disposal committee is assigned and performs according to the rules and regulations.	F	7	25	29	29	19	109
		P	6.4	22.9	26.6	26.6	17.4	100
4	There is training on the disposal of unwanted property and handling methods of public property in the institution.	F	23	48	9	25	4	109
		P	21.1	44.0	8.3	22.9	3.7	100
5	Individuals are accountable for the loss and damage to the property that happened by their negligence.	F	7	42	25	22	13	109
		P	6.4	38.5	22.9	20.2	11.9	100
6	Property management and disposal are performed according to the rules, directions, and regulations of the organization.	F	13	38	18	26	14	109
		P	11.9	34.9	16.5	23.9	12.8	100
7	The property disposal process is planned as formal activities rather than committee work.	F	20	38	19	25	7	109
		P	18.3	34.9	17.4	22.9	6.4	100
8	Top managers or concerned bodies are dedicated to implementing disposal practices as per the directives.	F	18	36	16	25	14	109
		P	16.5	33.0	14.7	22.9	12.8	100

Data Source: Field survey of 2021

The above Table 4.4 indicates that 11(10.2) percent of the respondents strongly disagreed on the presence of an annual disposal plan in the institution, 15 (13.8) percent of the respondents have disagreed with this statement, 38(34.9) percent of the respondents were neutral on this statement that means they do not have any information about it, 26(23.9) percent of the respondents agreed on the presence of the annual disposal plan in the institution, and 19(17.4) percent of the respondents strongly agreed that in the presence of annual disposal plan in the institutions. To

substantiate the above response, the researcher tried to cross-check and proved by reviewing the property management and general service directorate annual plan and interviewed the concerned bodies of the institution, and the results from both sources of the information show that there is no annual disposal plan in the institutions. Disposal may not take place as planned, but may take place twice per year or once a year or it could be once every two years according to the information from each department in the institutions.

In the above table 4.4 of the second item indicate that 16(14.7) percent of the respondents strongly disagreed that property disposal practices are carried out following the annual disposal plan, 24(22) percent of the respondents disagreed with this statement, 32(29.4) percent of the respondents were neutral, 23(21.1) percent of the respondents agreed on this statement and 14(12.8) percent of the respondents strongly agreed that property disposal practices are carried out following the annual disposal plan. From this statement majority of the respondents were disagree that the disposal activities are not carried out following the annual disposal plan that means the disposal activity was carried out without plan suddenly when it is assumed that there is something or properties to be removed or disposed of as necessary. All the interviewees confirmed that there is no such thing as an annual removal plan, so they work in the usual way to getting rid of it. Not leading the institution disposal activity by the plan have its disadvantage like lack of timely disposal of unused properties, not knowing the disposable properties and when and how to dispose of the property will be unknown.

The above table 4.4 show that 7(6.4) percent and 25(22.9) percent of the respondents strongly disagreed and disagree respectively on this statement that means the property disposal committee was assigned and performed according to the rules and regulation, 29(26.6) percent of the respondent were neutral on this statement, 29(26.6) percent and, 19(17.4) percent of the respondents were agreed and strongly agreed that property disposal committees are assigned and performs according to the rules and the regulations, Even if the committees' assigning is following the guidelines according to the interviewees, there is a gap in the assigning of those who have better knowledge, skill and experiences, who work hard and face challenges. There is a gap in maintaining the procedures set out in the directive that committees can implement the best of the six disposal options. They also point out that there is a skill gap in selling properties at the right price by giving an accurate estimation. As an illustration, various pieces of metal, barrels,

metal carts, cans, metal beds, office furniture, windows, and doors are discarded and assembled for a long time in the store and outside the storeroom.

In the above table 4.4 of the fourth item, 23(21.1) and 48(44) percent of the respondents strongly disagreed and disagree respectively that there is training on the disposal of unused property and handling methods of public properties in the institution. From this point majority or 65.1 percent of the respondents were disagree with the statement there is training on the disposal of unwanted properties and handling methods of public property in the organizations, 9(8.3) percent of the respondents were neutral on this statement, 25(22.9) and, 4(3.7) percent of the respondents agreed and strongly agree respectively on the statement, there is training on the disposal of unused property and handling methods of public property in the institutions. All interviewees confirmed that there was a lack of awareness-raising training for employees about the management of the public property on the way to and on the job training. According to the 2020 annual and the 2021 nine-month reports of the property administration and general service of the institutions, there is a gap or lack of awareness among employees about property disposal and management.

The above table 4.4 of item fifth shows that 7(6.4) and 42(38.5) percent of the respondents strongly disagreed and disagree respectively on the statement individuals is accountable for the loss and damaged property by their negligence, 25(22.9) percent of the respondents were neutral, 22(20.2) and 13(11.9) percent of the respondents agreed and strongly agree on the statement individuals are accountable for the loss and damage property happened by their negligence. According to the city administration proclamation No,17/2009 article 10, employees assigned to public procurement and property management, or officials appointed to administer public procurement and property management, shall be liable for actions taken following this Proclamation and the directives issued by the head of the bureau.

The above table 4.4 shows that 13(11.9) and, 38(34.9) percent of the respondents strongly disagreed and disagree respectively property management and disposal process are performed according to the rules, directions, and regulation of the organization, 18(16.5) percent of the respondents were neutral on this statement, 26(23.9) and, 14(12.8) percent of the respondents agreed and strongly agree respectively property management and disposal process are performed according to the rules, regulations, and directions of the organization. From the analysis result

majority of the respondents are not agree with the statement property management and disposal process are performed according to the rules, regulations, and directions of the organization. That is not performed according to the rules and regulations of the institution.

From the above table 4.4 of item seventh, 20(18.3) and 38(34.9) percent of the respondents strongly disagreed and disagree with the statement property disposal process is planned as a formal activity rather than committee work, 19(17.4) percent of the respondents were neutral, 25(22.9) and, 7(6.4) percent of the respondents were agree and strongly agree respectively the property disposal process is planned as formal activities rather than committee work. According to the interviewees and documentary sources result from the property disposal committees disposed only of the properties that are identified and approved by the concerned body due to surplus, scrap, obsolete in the organization, therefore, identifying properties, registering coding and all proper data collection and reporting is the formal duties of property administration department or professionals assigned for this work. Disposal of public property is one of the most important functions of material management in any institution. Finally, the committee will take over and begin the work by using the disposal option based on the existing city administration public property administration directives. Therefore the interview result can be generalized as property disposal is part of planned formal activities in public property administration and general service directorate up to deletion, transfer, and sale to others according to the Addis Ababa city administration directives, whereas, the committee work was seasonal once a year or twice a year depending on the information gathered for accumulative properties in the institutions.

The above table 4.4 of item eighth indicates that 18(16.5) percent and 36(33) percent of the respondents were strongly disagreed and disagree respectively top managers or concerned bodies are dedicated to implementing disposal practices as per directives, 16(14.8) percent of the respondents were neutral, 25(22.9) percent and, 14(12.8) percent of the respondents agreed and strongly agree respectively the top managers or concerned bodies are dedicated to implementing disposal practices as per directives. From this result, we can conclude that majority or 49.5% of the respondents were disagree with the statement that top managers or concerned bodies do not dedicate themselves to implementing disposal practices as per directives. Although the proclamation and directive stipulate that the head of the institution shall ensure that the

government property under the public body is properly registered and follow up procedures are established, that it is properly protected and preserved, and that it is disposed of on time in the case of out of use, as well as in article 58 of the Proclamation also state that all government officials and employees have a responsibility to protect and maintain the public property. It is proved from the interview that there is a wide gap in terms of implementation according to the directives and rules.

Table 4.5. The disposal methods the institutions used to dispose of unused property

No	Statement	Respos	Rating scale					Total
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
1	Public hospitals have clear disposal methods.	F	4	38	24	29	14	109
		P	3.7	34.9	22.0	26.6	12.8	100
2	The available legally approved disposal methods in the institution (sale, transfer, recycling, sale to employees, scrap, tender or auction, burning or burying, Gift).	F	6	13	22	52	16	109
		P	5.5	11.9	20.2	47.7	14.7	100
3	Clear criteria are used to select the disposal method.	F	6	39	23	27	14	109
		P	5.5	35.8	21.1	24.8	12.8	100
4	The hospital uses all the disposal methods to dispose of the properties.	F	10	36	26	28	9	109
		P	9.2	33.0	23.9	25.7	8.3	100

Data Source: Field survey of 2021

The above table 4.5 shows that 4(3.7) percent and 38(34.9) percent of the respondents strongly disagreed and disagree respectively public hospitals have clear disposal methods, 24(22) percent of the respondents were neutral, 29(26.6) and 14(12.8) percent of the respondents agreed and strongly agree respectively on the statement public hospitals have clear disposal methods.

In the above table 4.5 of the second item, 6(5.5) and 13(11.9) percent of the respondents strongly disagreed and disagree respectively on this statement, 22(20.2) percent of the respondents were neutral, 52(47.7) and, 16(14.7) percent of the respondents were agree and strongly agree on this statement. From this result we understood that 62.4 percent of the respondents reported the presence of legally approved disposal methods, but, they clarify the absence of sale to employees and recycling as the methods of disposal. On the other hand, about 17.4 percent of the respondents were not agreeing with the presence of legally approved disposal methods. It is due to a lack of appropriate information or knowledge about the legally approved document. And the

rest 20.2% of the study participant were neutral. This indicates that they do not have enough information about it. Currently, sales to employees and recycling are not considered legally approved disposal methods in the institutions. If they are considered as one of the disposal methods legally, they may be valuable methods for the effective and efficient disposal of public properties. Selling to employees make it practical in many organization to sale both the products they manufactured and their surplus properties to their employees. If the surpluses are the result of overstocking or obsolescence and the properties are in a new or good condition, or if they are odds and end of scrap desired by “do it yourself” employees, these can be satisfactory methods of disposal. On the other hand, if the surpluses are not in full satisfactory conditions, such sales regardless of their attractive prices can create resentment in employees towards their employer (Dobler and Burt, 1996).

Generally, the major limitations of the two public hospitals are not only the absence and presence of the disposal methods and the available manual, but properties which are found in every corner of the organization corridor and other storage areas are shortage of skill gap, appropriate management system, documentation, not taking immediate corrective action for disposal of non-used properties, lack of commitment and also fear of accountability or liability and other related challenges.

The above table 4.5 of the third item indicates that 6(5.5) and 39(35.8) percent of the respondents strongly disagreed and disagree respectively the hospitals use clear criteria to select the disposal methods, 23(21.1) percent of the respondents were not clear about this statement that means weather the hospitals are used clear criteria or not to dispose of public properties, 27(24.8) and 14(12.8) percent of the respondents agreed and strongly agree respectively on statement clear criteria are used to select the disposal methods. From this majority of the respondents were responded that the hospitals are not used clear criteria to select the disposal methods.

In the above table 4.5 of the fourth item, 10(9.2) percent and 36(33) percent of the respondents strongly disagreed and disagree with the statement the hospitals use all the disposal methods to dispose of public properties, 26(23.9) percent of the respondents were neutral, 28(25.7) and 9(8.3) percent of the respondents agreed and strongly agree that on the statement that means public hospitals used all the disposal methods to dispose of their properties.

According to the interview participants, the institutions do not have a clear system of how to dispose of non-serviceable medical equipment, the interviewees proved that in the hospitals there are no clear guidelines, manuals, and directives on how to dispose of public hospital different equipment's. From the observation result there is no centralized system of property disposal most of the properties were exposed to dust, sunlight, and rain there is no enough security, recording, or storage system for outdated properties in the hospitals. Although the directive outlines six options for government agencies to dispose of assets or properties, the most common method of disposing of property by government institutions is through the sale of bids and the transfer of gifts to other institutions, participants were able to explain in an interview that the main reasons for using the first methods of disposal were simplification, to avoid accountability, to reduce workload, and so on. Also, they responded that the reason why other disposal methods are not used is because of fear of accountability, fear of working pressure, and others were required to go through a long and tedious process. This is because some of the activities mentioned by the interviewees are done by experienced and some disposal methods require caution and can be harmful to the environment and health. Also, the two public hospitals interview participant stated that did not use all the disposal methods this shows that in the institution there is no common understanding and awareness about the techniques of disposing of unused properties.

Table 4.6: Challenges of public property disposal management practices

No	Statement	Response	Rating scale					Total
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
1	There is a lack of a clear quality information system during disposal activity.	F	4	20	24	43	18	109
		P	3.7	18.3	22.0	39.4	16.5	100
2	The procurement procedure is not following the plan in the institution.	F	3	21	16	49	20	109
		P	2.8	19.3	14.7	45.0	18.3	100
3	There is a lack of proper use and repairing of damaged properties to use again.	F	5	17	15	46	26	109
		P	4.6	15.6	13.8	42.2	23.9	100
4	There is a limitation of properly recording and using properties that are obtained by donation and gift.	F	5	21	19	41	23	109
		P	4.6	19.3	17.3	37.6	21.1	100
5	The concerned bodies and institutional leaders do not give attention to the public properties.	F	3	16	16	51	23	109
		P	2.8	14.7	14.7	46.8	21.1	100
6	There is a lack of experience in proper code encryption for purchased fixed assets.	F	4	19	13	51	22	109
		P	3.7	17.4	11.9	46.8	20.2	109
7	There is a lack of well-experienced and trained personnel in property disposal.	F	3	8	21	49	28	109
		P	2.8	7.3	19.3	45.0	25.7	100

Data Source: Field survey of 2021

From table 4.6 of the first statement, 4(3.7) percent of the respondents strongly disagreed that there is a lack of a clear quality information system during the disposal activity, 20(18.3) percent of the respondents disagreed with this statement, 24(22) percent of the respondents were neutral, 43(39.4) and, 18(16.5) percent of the respondents were agree and strongly agree respectively on the statement, there is lack of clear quality information during the disposal time. From this result can be concluded that the majority of 56% of the respondents agreed on the absence of quality information during the disposal time. As confirmed by the interview and the observation, there is a lack of clear and quality information system, backward or manual data management system, lack of modern data management systems, and due to that most of the properties are being damaged. Outside warehouses and in the warehouses, office furniture, medical equipment, electronics, and non-electronics assets are stacked on top of each other, making it difficult to identify and control. Some can be repaired and put into operation, while others are out of service. The properties are stored in corrugated iron stores and outside the warehouse, not given proper protection and care could be easily taken away by thieves.

The above table 4.6 of item two explained that 3(2.8) and 21(19.3) percent of the respondents strongly disagreed and disagree respectively on the statement not leading the public procurement systems by a plan in the institution, 16(14.7) percent of the respondents were neutral on this statement, 49(45) and 20(18.3) percent of the respondents agreed and strongly agree on the statement not leading public procurement by the plan in the institution. According to the interviews, participants from both institutions indicated that the procurement process is routinely conducted without planning; there are delaying the purchase of the required items. As a result, properties that can be easily repaired and put into operation are not immediately put into operation due to purchase. Participants in the interview said that due to the budget expiring at the end of the year, they are rushing to buy other substandard properties and are replacing the old ones with new ones, which are leading to unnecessary waste of government property. From this result, 63.3% of the respondents said that one of the problems was that the institutions' procurement system was not lead by the plan.

In the above table 4.6 of the third item, 5(4.6) and 17(15.6) percent of the respondents strongly disagreed and disagree respectively that there is a lack of proper use and repairing of damaged properties to use again, 15(13.8) percent of the respondents were neutral, 46(42.2) percent of the

respondents were agree on this statement, and the remained 26(23.9) percent of the respondents strongly agreed there is lack of proper use and repairing of damaged properties to use again. All the interviewees confirmed that the main problem was the failure to identify and utilize government resources that could provide services; similarly, the data obtained by observation confirms this. Participants in the interviews stated that according to the directive and the proclamation, a proper maintenance system should be put in place to provide economic and efficient service to public property, but there is a lack of a proper maintenance system. Therefore, machines that can be easily repaired and put into operation are not used. Some people who are assigned to a machine operator are inexperienced and are working with the knowledge they have acquired, so long-term resources can easily be damaged, and shorten their service life. It is unknown what time repairable properties got maintenance due to depreciation.

From the above table 4.6 of the fourth item 5(4.6) percent of the respondents strongly disagreed on the statement there is a limitation of properly recording and using properties that are obtained by donation and gift, 21(19.3) percent of the respondents were disagree on this statement, 19(17.3) percent of the respondents were neutral, 41(37.6) and 23(21.1) percent of the respondents agreed and strongly agree respectively that there is a limitation of properly recording and using properties that are obtained by donation and gift. Concerning the challenges of public property management practices, 58.7% of the respondents on this statement agreed on the absence of properly recording and using of public properties that obtained from donation and gift.

In the above table 4.6 of the fifth statement shows that 3(2.8) and 16 (14.7) percent of the respondents strongly disagreed and disagree respectively that the concerned bodies and institutional leaders do not give attention to the public properties, 16(14.7) percent of the respondents were neutral, 51(46.8) and 23 (21.1) percent of the respondents agreed and strongly agree respectively on the statement the concerned bodies and institutional leaders do not give attention to public properties. All respondents who were interviewed confirmed that there was a problem with the concerned bodies' failure to pay due attention to government property, and not deciding on the properties to be disposed of on time, and not taking immediate corrective action on the property that has been decided to be removed. According to the interviewees' response, there is the negligence of the employees and institutional leaders to treating public properties as

owned properties and difficulty of handling and protect them from harm, there is a tendency to take all the activities are the work of property management and general service departments.

In the above table 4.6 of item six, 4(3.7) and 19 (17.4) percent of the respondents strongly disagreed and disagree respectively on the statement, there is a lack of experience in proper code encryption for purchased fixed assets or properties, 13(11.9) percent of the respondents were neutral 51(46.8) and 22(20.2) percent of the respondents agreed and strongly agree on this statement respectively that means there is lack of experience in proper code encryption for purchased fixed assets. The information obtained during the discussion also confirms that there is no proper code for each government property, appropriate monitoring, and control of each of the public assets, and it is understood that the experience in terms of receiving and verifying it is weak. The reason for this is lack of qualified and trained professionals, lack of interest, and carelessness.

The above table 4.6 shows that 3(2.80) and 8(7.3) percent of the respondents strongly disagreed and disagree respectively on this statement, 21(19.3) percent of the respondents were neutral, 49(45) and 28(25.7) percent of the respondents agreed and strongly agree respectively on the statement, there is lack of well experienced and trained personnel in property disposal. All participants in the discussion confirmed that there is a problem of not assigning the right person to the department that graduates with related fields rather assigned graduates in another field and using the department as a repository. Top officials do not pay enough attention to government property management. There is a lack of trained professionals in the department, as well as the inexperienced manpower assigned to the department, due to the weak performance of other departments.

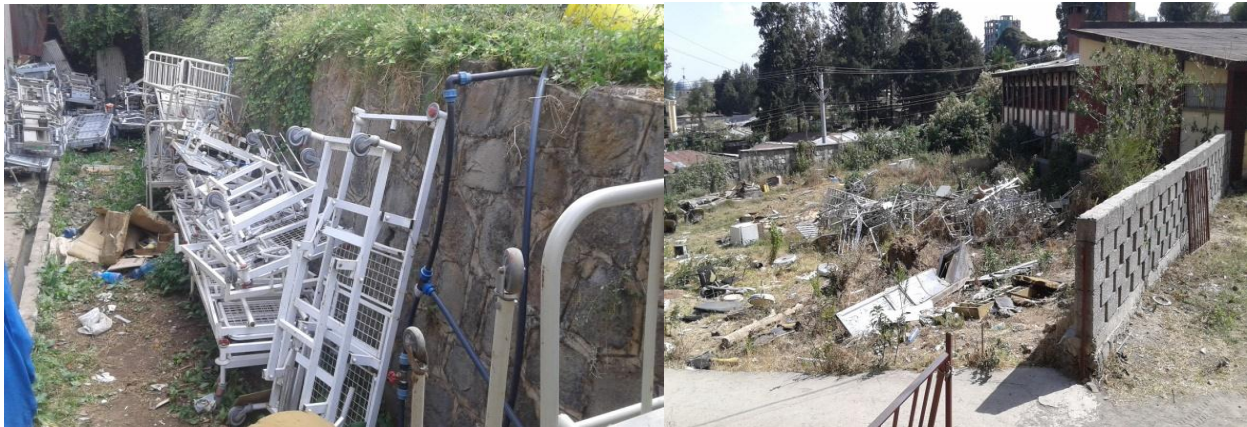
Table 4.7: The impacts of non-useful properties on the management practices

No	Statement	Response	Rating scale					Total
			Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
1	Overcrowding the institution compound and store, losing value and benefit, create work burden, affect the environment and community health.	F	2	2	6	53	46	109
		P	1.8	1.8	5.5	48.6	42.2	100
2	Storing non-used properties for a long time is creating an additional cost for the organization.	F	1	0	5	53	50	109
		P	0.9	0	4.6	48.6	45.9	100
3	In the institution, there is a delay in the disposal of non-used properties and limits the efficiency and effectiveness of the organization.	F	1	1	3	40	64	109
		P	0.9	0.9	2.8	36.7	58.7	100

Data Source: Field survey of 2021

The above table 4.7 shows that 4(3.8) percent of the respondents disagree with the idea of overcrowding the institution compound and store, losing value and benefit, create work burden, affect the environment and community health, whereas 6(5.5) percent of the respondents are neutral, 53(46.8) percent of the respondent agree on the idea of the above question and the rest, 46(42.2) percent of the respondent strongly agree that overcrowding the institution compound and store, create work burden, affect the environment, losing the value and benefit and affect community health. According to the interview, all of the participants agree that in the institution there are properties that are unnecessarily occupied space the organizations are not repaired and use on time, some of the properties are destroyed and lost their values by rain, sunlight, dust, and some have grown grass, weeds, and shrubs due to this the organization compound lost its beauty. From this finding, the majority of the respondent agrees that overcrowding the institution compound and store create additional workload, affect the environment lost value and the beauty of the organization, for more clarification you can see the following image below.

Figure 4.4 Public properties scattered everywhere and taking unnecessary space.



Data Source: Field observation of 2021

From the above table 4.7, of item 2, 1(0.9) percent of the respondent strongly disagree and 5(4.6) percent of the respondent neutral with the statement, 103(94.5) percent of the respondents agree that storing non-used property for a long time creates an additional cost to the organization.

The above table 4.7 shows that 2 (1.8) percent of the respondents strongly disagreed and somewhat disagree with the statement, 3(2.8) percent of the respondents were neutral, 104(95.4) percent of the respondents agreed with the statement that in the institution, there is a delay in the disposal of non-used properties and limit the efficiency and effectiveness of the organization. According to Yaotai (2011), property management improves the efficiency and effectiveness of using fixed assets. Namusonge (2014) supports that accumulation of non-used property occupies additional new space or may be exposed to additional cost for the handling of equipment and serviceable properties. From the interviewees' point of view, the presence of long-lasting unserviceable assets under the custody of organizations is not the only problem but also has negative effects. The effects of having non-used property impose a work burden on the property management department employees as well as the institutions, create safety and health problem, lose value and benefit, and polluting and overshadowing the good look of the environment. The main mission and core values of government hospitals are to prevent disease, to protect hospitals' property and equipment from waste and vandalism, and to make the hospitals' environment clean, comfortable, and attractive to the community and employees. But when we look at the hospital's compound, corridors, store space, and the like, it is the opposite of this.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the Study Findings

The general objectives of this study were to assess public property disposal and management practices in public health service-providing institutions of Addis Ababa. The study tried to assess the practices of public property disposal management, the techniques used by the institutions in disposing of properties, to identify the challenges if any that hinder property disposal and management practices and the impacts of non-used properties on the property management practices of the selected hospitals.

By using the primary and secondary source of data, with the sample of 120 respondents, 112 were questionnaire respondents and 8, was interview participants selected from different departments by using purposive sampling techniques those who are thought to have more knowledge and experience to the study topic. The data were collected by using a survey questionnaire and interviews as the major data sources and others are observation and documentary sources from the selected two public hospitals. The data was analyzed, presented, and interpreted by using the table, percentage, and frequency. Based on this the following major findings were drawn from the analysis result.

The majority of the respondents responded that public properties do not have adequate protection and care until disposal time, in the public hospital there are many scraps, obsolete, abundant, or surpluses properties based on the study findings this property are not disposed of according to their usefulness and in the institution, there are no practices of separating unused properties from serviceable ones. Based on the disposal plan, rule, regulation, and procedures most of the study participants responded that there is no annual disposal plan, so the property disposal practices not carrying out following the annual disposal plan because there is no training of leading the disposal activities by the plan. According to the analysis result, the disposal committees were assigned and performing according to the rule and directives, there is a lack of awareness and training opportunities in the public hospitals among employees about public property management and disposal of unwanted materials. The majority of the respondents responded that individuals were not accountable for the loss and damaged properties that happened by the

negligence employees, property disposal management process was not performed according to the rules and regulations, disposal activities were not planned as formal activities rather than committee work and top managers and concerned bodies are not dedicated to implementing public property management and disposal practices as per the directives. In the public property administrative directive No, 10/2010 there are six property disposal techniques and there are criteria when and how to disposed of public properties, based on the analysis result majority of the respondents responded that in public hospitals there are no clear disposal methods especially for medical equipment, chemicals, and medicine, the six disposal alternative methods were not applied only they applied one or two disposal methods that mean sales and transfer to others by gift, and there are no clear criteria to select the disposal techniques. Regarding challenges such as the public property management disposal process, the study result shows that there is a lack of clear and quality information, lack of leading the procurement activities properly by plan, lack of repairing and reusing the public property, not properly recording and using properties that were obtained by donation and gift, lack of attention and negligence for public properties, lack of assigning skilled and experienced manpower, lack of training opportunity for the employees on the proper management and disposal of public properties. Based on the impacts of non-used properties management practices majority of the respondents responded that overcrowding the institution compound and store space create workload to the employees and management, create an unnecessary cost, affect the aesthetics values of the organization, affect community health, and limits the efficiency and effectiveness of the institution proper service delivery.

5.2 Conclusion

Based on the major findings and study objectives of this research paper the following conclusions were drawn.

1. Property handling practices, for all obsolete, obsolescence, and other scrap materials

- The research finding shows that obsolete, scrap, and surplus property handling techniques used in the selected hospitals is poor: they are thrown everywhere, there are improper storage techniques (mixing usable and unusable), lack of attention to the properties, professionally and skill-wise improper manpower to handle the properties and wrong disposal time and techniques are used. In the institution, there are properties in-store and

out-of-store areas like human beds, office equipment, operation machines, x-ray machines, cans, shelves, windows, doors, barrels, scrap metals, and others.

2. The practice of disposal plan, rules, regulations, and procedures

- The research finding shows that there is no annual disposal plan in the institution the disposal activities are not performed based on the plan rather it may take place once per year, or twice per year or it could be once every two years according to the information they get from each department in the institutions. Not leading the disposal activities by the plan have its disadvantage, not knowing the disposable properties, not making timely disposal of unused properties, when and how to dispose of the property will be unknown.
- As this research finding shows that the property disposal committees are assigned based on the rule and regulations, even if the committee assignment is based on the rules and the regulation there is the limitation in assigning those who have better experience, knowledge, and skill, who works hard and face challenges.
- According to the Addis Ababa city administration public procurement and property administration proclamation No, 17/2009 article 10, employees assigned to public procurement and property administration, shall be liable for the actions taken following the proclamation and the directives issued by the head of the bureau. From this study findings individuals are not accountable for the lost or damaged properties that happened by their negligence and also the property management and disposal activities are not performed according to the rules, regulations, and directives, and the top managers and concerned bodies are not dedicated to implementing the disposal activities as per the directives, the proclamations and the directives stipulate that the head of the institution shall ensure that the government properties under the public bodies properly register and follow up procedures are established, in article 58 of this proclamation also state that all government officers and employees have the responsibility to protect and maintain public properties.
- The top managers, concerned bodies, and department heads of the institutions do not give attention and any concern about public property disposal and management activities and there is no enforcement or punishment for the individuals for the loss and damaged properties that happened by their negligence based on the rule and regulation.

3. The techniques the institution used to dispose of unused public properties

- The city administration property administration directives No,10/2010 article 22, stated that there are six legally approved alternative methods of disposal the study findings show public health service providing institutions applied only two sales by competitive bid and transfer to other the remaining four disposal methods are not applied. But the sale to employees and recycling of the recyclable properties are not included in the six disposal techniques.
- There is no clear guideline and directive on how to dispose of unserviceable medical equipment, chemicals, and medicine. The problem of public hospitals is not only the absence and presence of the disposal methods and the available manuals, but properties which are found in every corner of the organization corridors and other storage areas are shortage of skill, appropriate property administration system, lack of standard store and workshop area for maintenance of public properties.

4. Challenges of public property disposal and management practices

- Regarding the study findings, the public hospitals faced the following challenges Weak administration and management system, lack of skilled, knowledgeable, and experienced manpower, computerized modern data management system, lack of coordination and on-time decision making, lack of proper maintenance system, lack of proper recording and code encryption for public fixed asset and using properties that are obtained by gift, donation, monitoring and controlling, lack of store and workshop area.
- The research findings show 63.3% of the respondents responded that one of the problems was that the institutions' procurement system was not lead by plan, as a result, properties that can be easily repaired and put into operation is not immediately put into action due to procurement problems, In the directives and proclamations stated that proper maintenance system should be put in place to provide economic and efficient service to the public property, but the practice is not in that manner there is lack of proper maintenance system.

5. The impacts of non-useful public properties on the management practices

- According to the study findings, overcrowding of the institution compound create additional workload for staff and management, loss its beauty, create additional cost, limit the effectiveness and efficiency of the institution, affect the environment, human health, some are destroyed and lost their values by rain, sunlight, dust, and some are overgrown with grass, weeds, and shrubs. This is because the institution did not repair to use again and dispose of the property on time.

5.3. Recommendations

Based on the above findings and conclusions the following recommendations are forwarded to the concerned bodies to improve the challenges encountered in the practice of public property disposal and management practices.

- In the institutions, there is a skill and knowledge gap in public property disposal and management practices. From the top-level management to the lower level there is less attention to the public property disposal and management activities this limitation should be minimized by providing awareness, create training opportunities for institutions employees, they should create common understanding for the employees for the proper management and disposal activity of which can enable them to solve the common problems of the data-based modern computer system.
- In any organization whether it is government or private there should be a good operational plan, to identify no longer usable properties, to frame how to dispose and manage these public properties, and when and how much quality property is buying for the hospitals' proper service delivery. Therefore the disposal plan should be prepared by each public hospitals properties administration general service department or directorate and also there should be properly leading the procurement activity of the institution with the plan.
- Sale to employees and recycling are not considered as one of the six disposal methods by public hospitals and in the public property administration directives. The regulatory

bodies should consider them when they revised the current public property administrative directives and other laws.

- Scrap materials, obsolete properties, and surplus materials are not got focus and any concern, not properly identified, give appropriate code, by the property management and general service department and those assigned to handle the public properties giving care in the two public hospitals. This function is the head of the institution and property administration department to report to concerned bodies at the appropriate time to make a decision and other departments should work cooperatively with the public property administrative directorate to accomplish the institutions' objectives.
- Unserviceable, excess, or technologically outdated public properties that are found inside and outside storage areas in every corridor of the organization create unnecessary workload, affect the aesthetic value of the hospitals compound, misuse of space that could be used for other purposes, affect human, plant and animal health, creates unnecessary odder when stayed for a long time without function, and also creates an unnecessary cost to the institutions or public organizations. Therefore, the management of the institution and the city administration public building and property administration authority should develop software into account the current state of the asset management system and should follow kaizen property management system to dispose of the property on time before it exposed to damage.
- By Organizing professionals in the form of campaigns in each institution, for general registration and identification of outdated, surplus, and scrap materials such, as recyclable properties, technologically outdated properties, or those that cannot be repaired and serviced and transferred to other institutions. After that, it is a good to repair the property that is being repaired at one center and give it to the TVET institute as well as to the public schools for practical teaching and learning purposes and the public health centers.
- To make the existing property disposal and management activities more efficient, the Ministry of Health, Bureau of Health, the Public Procurement and Property Administration Agency, and the Government Building and Property Administration Authority together should develop a consistent operating manual, guidelines, and directives to dispose of all obsolete, scrap, and excess properties stored without service in the public hospitals.

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Appendix's
Addis Ababa University
College of Business and Economics
MBA Program

Appendix 1: Questionnaires to be filled by the Employees of the organization

Dear respondents;

The purpose of this questionnaire is to undergo research for partial fulfillment of a master's degree in MBA. The research focuses on the assessment of public property disposal management practices in public health service providing institutions of Ethiopia- in selected Hospitals in Addis Ababa City administration. Hence to gather information, I kindly seek your assistance in responding to the questions listed below. Any information you present will be kept confidential and will be used only for academic purposes. Your cooperation and prompt response will be highly appreciated. (የጸ-ሁፍ መልስ ለሚፈልጉ ጥያቄዎች መልስ በአማርኛ መስጠት ይችላሉ።)

N.B:

- Writing your name is not necessary
- You can give more than one answer if there are obligatory conditions
- Put “√” for your choice in the box provided

Thank You in advance!

Part Two: Respondent General Background Information

1. Name of the organization in which you work-----

2. Sex: Male Female

3. Age

18-24 years 25- 30 years 32-38 years 39- 45 Years Above 46 Years

4. Educational Background of the Respondent

Bellow Certificate Certificate Diploma Degree Masters and Above

5. Work Experience in the organization

Less than one year 1- 5 years 6- 9 years 10-14 years above 15 years

6. The field of the study: Accounting Management business administration

Economics Other_____

Part Three: Please give your agreeing level for the given statements in the following scales (Where, Scale 5= Strongly Agree, 4= Agree, 3 = Neutral, 2=Disagree, 1= strongly disagree).

No	Statement	Strongly Agree	Agree	Neutral	Disagree	strongly disagree
	Property disposal management practices in selected government hospitals	5	4	3	2	1
I	Accurate data for all obsolete, obsolescence, and other scrap items					
1	Surplus, obsolete, and scrap properties have got focus and care up to disposal.					
2	Obsolete and scrap property is disposed of according to its value ability.					
3	The proper disposal process in the organization focuses on all the scrap, obsolete and surplus properties.					
4	There is the practice of separating the unused property from serviceable properties.					
II	Disposal planning, rules, regulations, and procedures practices					
5	There is an annual disposal plan in the institution.					
6	Property disposal practices are carried out following the annual disposal plan.					
7	The property disposal committee is assigned and performs according to the rules and regulations.					
8	There is training on the disposal of unwanted property and handling methods of public property in the institution.					
9	Individuals are accountable for the loss and damage to the property that happened by their negligence.					
10	Property management and disposal processes are performed according to the rules, directions, and regulations of the organization.					
11	The property disposal process should be planed as formal activities rather than committee work.					
12	Top managers or concerned bodies are dedicated to implementing disposal practices as per the directives.					

		Strongly Agree	Agree	Neutral	Disagree	strongly disagree
III	The choice of disposal methods in the institutions	5	4	3	2	1
13	Public hospitals have clear disposal methods.					
14	The available legally approved disposal methods in the institution (sale, transfer, recycling, sale to employees, scrap, tender or auction, burning or burying, Gift).					
15	Clear criteria are used to select the methods of disposal.					
16	The hospital used all the disposal methods to dispose of the properties.					
IV	Challenges of public property disposal management practices					
17	There is a lack of a clear quality information system during disposal activity.					
18	Not leading the public procurement by the plan in the institution.					
19	There is a lack of proper use and repairing damaged properties to use again.					
20	There is a limitation of properly recording and using the properties that are obtained by donation and gift.					
21	The concerned bodies and institutional leaders do not give attention to the public properties.					
22	There is a lack of experience in proper code encryption for purchased fixed assets.					
23	There is a lack of well-experienced and trained personnel in property disposal.					
V	Public property disposal and management practices impacts					
24	Overcrowding the institution compound and store losing value and benefit, create work burden, affect the environment and community health.					
25	Storing non-used properties for a long time creates additional costs for the organization.					
26	In the institution, there is a delay in the disposal of non-used properties and limits the efficiency and effectiveness of the organization.					

27. Describe your opinion about the property disposal management practices that are not stated in this question and any further comments -----

28. List the commonly used methods of disposal -----

Appendix Two

አዲስ አበባ ዩኒቨርሲቲ የቢዝነስና ኢኮኖሚክስ ትምህርት ክፍል የቢዝነስ አስተዳደር ድህረ-ምረቃ ት/ቤት

ክፍል አንድ : መግቢያ (በተቋሙ ስራተኞች የሚሞሉ መጠይቆች)

ወደ የጥናቱ ተሳታፊዎች:-

እኔ በአዲስ አበባ ዩኒቨርሲቲ የቢዝነስና ኢኮኖሚክስ ኮሌጅ የቢዝነስ አስተዳደር የድህረ-ምረቃ ተማሪ ስሆን በአሁኑ ሰዓት የመመረቂያ ጽሑፌን በማዘጋጀት ላይ እገኛለሁ የጥናቱ ርዕስም በአዲስ አበባ ከተማ አስተዳደር ስር የሚገኙ የተመረጡ የመንግስት ሆስፒታሎች አሁን ያለው የመንግስት ንብረት አወጋገድና አስተዳደር ስርአት ያለው ልምምድ አጠቃላይ ሁኔታ ምን እንደሆነ ይመለከታል። ስለሆነም እርስዎ በዚህን ጥናት እንዲሳተፉ ተመርጠዋል። እርስዎ የሚሰጡት ትክክለኛ መረጃ ለጥናቱ ውጤታማነት በጣም አስፈላጊ መሆኑን ተገንዝበው በጥንቃቄ እንዲሞሉ በትህትና እጠይቃለሁ። በመጨረሻም የሚሰጡት ማንኛውም መረጃ ሚስጢራዊነቱ የተጠበቀና ለዚህ ጥናት አላማ ብቻ የሚውል መሆኑን አረጋግጣለሁ። እርስዎ ግዜዎን ሰውተው ላደረጉልኝ ትብብርና ቀና ምላሽ በቅድሚያ በጣም አመሰግናለሁ።

ማስታወሻ

- በመጠይቁ ላይ ስም መጻፍ አያስፈልግም
- ከአንድ በላይ መልስ መስጠት የሚያስገድድ ነገር ካለ መሙላት ይችላሉ
- ለመረጡት ምላሽ በሳጥኑ ውስጥ “√” ምልክት ያስቀምጡ

ክፍል ሁለት : የጥናቱ ተሳታፊዎች አጠቃላይ መረጃ

1. የሚሰሩበት ተቋም ስም :-----
2. ጾታ : ወንድ ሴት
3. ዕድሜ : ከ18-24 ዓመት ከ25-30 ዓመት ከ31-38 ዓመት ከ39-45 ዓመት ከ46 ዓመት በላይ
4. የጥናቱ ተሳታፊዎች የትምህርት ሁኔታ
 ከሰርተፊኬት በታች ሰርተፊኬት ዲፕሎማ ዲግሪ ማስተርስና ከዚያ በላይ

5. በተቋሙ ያለዎት የስራ ልምድ

ከ1 ዓመት በታች ከ1-5 ዓመት ከ6-9 ዓመት ከ10- 14 ዓመት ከ15 ዓመት በላይ

6. የተማሩ የትምህርት መስክ

አካውንቲንግ ማናጅመንት ቢዝነስ አድሚኒስትሬሽን ኢኮኖሚክስ ሌላ-----

ክፍል ሦስት: ከታች በሰንጠረዥ የተቀመጡት ዓረፍተ ነገሮች እያንዳንዳቸው አምስት አምስት አማራጮች አሏቸው። ከተሰጡት አማራጮች መካከል ይበልጥ የምትስማሙበትን የ“√”ምልክት በማድረግ አመለክቱ። (5= በጣም እስማማሁ፣ 4 = እስማማለሁ፣ 3= ገለልተኛ ፣ 2 = አልስማማም ፣ 1= በጣም አልስማማም)

ተ.ቁ						
		በጣም	እስማማለሁ	ገለልተኛ	አልስማማም	በጣም
	በመንግስት ሆስፒታሎች ያለው ንብረት አስተዳደር አወጋገድ ልምምዶች					
I	ለሁሉም ጊዜ ላለፈባቸውና ለተበላሹና ሌሎች የመንግስት ንብረተቶች	5	4	3	2	1
1	ትርፍ የሆኑ ፡ ጊዜ ያለፈባቸው እና የተበላሹ ንብረቶች እስኪወገዱ ድረስ አስፈላጊው ጥበቃና ጥንቃቄ ይደረግላቸዋል።					
2	ጊዜ ያለፈባቸውና አገልግሎት የማይሰጡ ንብረቶች እንደ ጠቀሜታቸው ተለይቶ ይወገዳሉ።					
3	በተቋሙ ውስጥ ያለው ትክክለኛው የማስወገድ ሂደት የሚያተኩረው በሁሉም ጊዜ ያለፈባቸው ትርፍ በሆኑ እና ውዳቂ በሆኑ ንብረቶች ላይ ነው።					
4	ያገለገሉ ንብረቶችን አገልግሎት ካልሰጡ ንብረቶች ለይቶ የማስቀመጥ ልምድ አለ።					
II	የማስወገድ ዕቅድ ፣ ደንቦች፣ መመሪያዎችና አሰራሮች					
5	በተቋሙ ውስጥ ዓመታዊ የንብረት ማስወገድ ዕቅድ አለ።					
6	የንብረት ማስወገድ ተግባር የሚከናወነው በዓመታዊ ዕቅዱ መሰረት ነው ።					
7	የንብረት አስወጋጅ ኮሚቴው ህጉና መመሪያው በሚፈቅደው መሰረት ተመድቦ ይሰራል።					
8	በተቋሙ ውስጥ የንብረት አወጋገድና አያያዝ በሚመለከት ለሰራተኞች ስልጠና ይሰጣል።					
9	በሰራተኛው ቸልተኝነት ጉዳት በደረሰበት እና በጠፋ ንብረት የተጠያቂነት ስርዓት አለ።					
10	የመንግስት ንብረት አስተዳደርና የአወጋገድ ሂደት አሰራሩ መመሪያውና ህጉ በሚፈቅደው መሰረት ይከናወናል።					
11	የንብረት አወጋገድ ሂደት የኮሚቴ ሥራ ከመሆን ይልቅ እንደ መደበኛ ሥራዎች ታቅዶ እየተሰራ ነው ።					
12	የተቋሙ ሥራ ሃላፊዎች መመሪያው በሚፈቅደው መሠረት የመንግሥት ንብረት አወጋገድን ለመተግበር ቁርጠኛ ናቸው።					

		በጣም	እስማማለሁ	ገለልተኛ	አልበማምም	በጣም
III	በተቋሙ ያለው የማስወገጃ ዘዴዎችን አመራረጥ	5	4	3	2	1
13	የመንግስት ሆስቢታሎች ግልጽ የሆነ የማስወገድ ዘዴ አላቸው ::					
14	በተቋሙ ውስጥ የሚገኙ የማስወገጃ ዘዴዎች (ሽያጭ ፣ ማስተላለፍ ፣ ቁርጥራጭ ወይም በውዳቂነት ፣ መልልሶ መጠቀም፣ ለሰራተኛ መሸጥ፣ ማቃጠል ወይም መቀበር ፣ ጨረታ ወይም በሐራጅ ፣ በልገሳ ወይም በስጦታ) ናቸው::					
15	የማስወገጃ ዘዴዎችን ለመምረጥ ግልፅ መመዘኛዎች ጥቅም ላይ ይውላሉ ::					
16	ተቋሙ ንብረቶቹን ለማስወገድ ሁሉንም የማስወገጃ ዘዴዎችን ተጠቅሟል ::					
IV	የመንግስት ንብረት አወጋገድ እና አያያዝ ተግዳሮቶች					
17	በማስወገድ ሂደት ግልፅ የሆነ ጥራት ያለው የመረጃ ስርዓት አለመኖር ::					
18	በተቋሙ የመንገስት ግዥን በዕቅድ አለመምርት::					
19	ብልሽት ያጋጠማቸውን ንብረቶች ጠግኖ በአግባቡ ጥቅም ላይ አለማዋል::					
20	ለሆስፒታሉ በእርዳታና በድጋፍ የሚመጡ ንብረቶችን በተገቢው ሁኔታ ገቢ በማድረግ ጥቅም ላይ አለማዋል::					
21	የተቋሙ የስራ ሃላፊዎች ወይም ሌሎች የሚመለከታቸው አካላት ለመንግስት ንብረት ተገቢውን ተኩረት አለመስጠት::					
22	ለተገዙ ቋሚ ንብረቶች ተገቢውን ኮድ ሰቶ ቁጥጥር የማድረግ ልምድ አናሳ መሆን::					
23	በንብረት አወጋገድ ላይ ጥሩ ልምድ ያላቸውና የሰለጠኑ ሠራተኞች እጥረት::					
V	የመንግስት ንብረት አወጋገድ እና አያያዝ ተጽዕኖዎች					
24	በተቋሙ ንብረት ማከማቸት የገቢውን ውበት ያበላሻል ፣ የሥራ ጫና ይፈጥራል ፣ በአካባቢው እና በማህበረሰብ ጤና ላይ ተጽዕኖ ያሳድራል ::					
25	ጥቅም ላይ ያልዋሉ፣ ንብረቶችን ለረጅም ጊዜ ማከማቸት አላስፈላጊ ወጪን ያስከትላል::					
26	ያገለገሉ፣ ጥቅም የማይሰጡና ጊዜ ያለፈባቸውን ንብረቶችን ለረዥም ጊዜ በመጋዘን ማከማቸት በተቋሙ ንብረት አስተዳደር እንቅስቃሴዎች ላይ ተጽዕኖ ያሳድራል ::					

27. በዚህ ጥያቄ ውስጥ ያልተጠቀሱ የንብረት ማስወገጃ እና አያያዝ አሠራሮች ቢነሱ ጥሩ ነው የሚላቸውን አስተያየት ይግለጹ -----

28. በተለምዶ ጥቅም ላይ የሚውሉ የማስወገጃ ዘዴዎችን ይዘርዝሩ -----

Appendix Three: Interview guide For Managers of the two Selected Hospitals

Interview Date:.....Time:
Location:.....Organization: Year
of experience:.....Current Position:

Thank you for your willingness to participate in this study as a respondent. This interview is used to collect data for partial fulfillment of a master's degree in MBA. The research focuses on the Assessment of Public Property disposal Management Practices in Public Health Service Providing institution of Ethiopia- in selected Hospitals in Addis Ababa City administration. Hence to gather information, I kindly seek your assistance in responding to the questions listed below. Any information you present will be kept confidential and will be used only for academic purposes. Thank you for your cooperation.

1. How do you evaluate the states of your organization on the practices of property disposal management?
2. What are the challenges that hinder the practices of public property disposal management? (on the disposal process, administrative, regulatory, maintenance, documentation, store, and other)
3. Why government-owned fixed assets should be disposed of in your institution?
4. What are the impacts on the implementation of disposal management of the non-used property? on the environment, health administration, and other related impacts
5. What are the commonly used methods of disposal in your organization and are there any best methods of property disposal, the reasons why not use all the disposal methods?

Appendix: Four:-The interview participants Background information

No	Name of the interviewees	Gender	Age	Educational level	Work experience	Field of study	position
1	Ato Shunka Adugna	M	48 years	MA(master)	9 Years	public procurement & asset management	Property value assessment and disposal service directorate
2	Zebiba Mohammad	F	36 years	BA Degree	8years	Accounting	Property administration and general service director
3	Hayat Redwan	F	28 years	BSc Degree	2years	Biomedical engineering	Biomedical department head
4	Ato Zelelew Amelo	M	38 years	BA Degree	8years	Business Administration	Disposal committee chairman
5	Wale Tefera	M	40 years	BA Degree	4 years	Accounting and Finance	Property administration and general service director
6	Ato Nuru Kasa	M	28 years	BSc degree	4 years	Biomedical Engineering	Biomedical department head
7	Ato SHEMELES Asrat	M	60 years	Diploma	36 years	Electric City	Disposal committee chairman
8	Ato Wubshet Mulatu	M	47 Years	BA degree	25 years	Development Management/Language	Vice manager