



Addis Ababa University

College of Business and Economics

Department of Public Administration and Development Management

**PRACTICES AND CHALLENGES OF PUBLIC PROPERTY MANAGEMENT IN
OROMIA NATIONAL REGIONAL STATE:**

THE CASE OF OROMIA SUPREME COURT

By

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Advisor

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COLLEGE OF BUSINESS AND ECONOMICS

**DEPARTMENT OF PUBLIC ADMINISTRATION AND
DEVELOPMENT MANAGEMENT**

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**A Thesis Submitted to the College of Business and Economics in Partial Fulfillment
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APPROVAL SHEET

As members of the Examining Board of the Final MPMP Open Defense, we certify that we have read and evaluated the thesis prepared by Getu Belete Gutema, entitled: **Practices and Challenges of Public Property Management in Oromia National Regional State: The Case of Oromia Supreme Court** and recommend that it be accepted as fulfilling the thesis requirement for the degree of Public Management and Policy.

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Name of External Examiner	Signature	Date
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Final approval and acceptance of the thesis is contingent upon the submission of the final copy of the thesis to the Council of Graduate Studies (CGS) through the College Graduate Committee (CGC) of the PADM. I hereby certify that I have read this thesis prepared under my direction and recommend that it be accepted as fulfilling the thesis requirement

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Name of Thesis Advisor	Signature	Date
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ACRONYMS

AM:	Assets Management
AMP:	Assets Management Plan
BOFECO:	Bureau of Finance and Economic Cooperation
BPR:	Business Process Re-engineering
EFG:	Ethiopia Federal Government
GDP:	Gross Domestic Product
GFAMM:	Government Fixed Asset Management Manual
FIFO:	First in first out
MOFECO:	Ministry of Finance and Economic Cooperation
NMAS:	National Asset Management Steering Group
OSC:	Oromia Supreme Court
ONRS:	Oromia National Regional State
NPM:	New Public Management
PPAP:	Public Procurement Administration Proclamation
PPDA:	Public Procurement and Property Disposal Agency
PSCO:	Public service College of Oromia
PPTM:	Public Procurement Training Manual
PPPA:	Public Procurement and Property Administration Agency

ABSTRACT

The purpose of this study was to assess the practices and challenges of public property management in Oromia Regional State in the case of Oromia Supreme Court. The study employed descriptive survey design and involves both quantitative and qualitative data gathering tools. Data were collected from 102 line and supportive staff of Oromia Supreme Court. In addition 5(five) Federal and Regional government heads who are delegated to manage and control procurement and property administration area were interviewed. Judgmental sampling techniques were used for distribution of questionnaires and purposive sampling techniques were employed to conduct interviews. In addition to primary data, secondary data were used.

The study showed problems to understanding and enforcing rules and regulations, problems to arranging organizational structure with team and team coordinator, lack of positioning professionals, problems to need based planning, weak handling and disposing of property.

The researcher has recommended fully enforce rules and regulations, should organize the staff with team and team coordinator, use professionals, and experienced work force, should apply asset management plan, standard storage, modern property handling and disposing methods, capacity building and establishing technology based property data management system were recommended.

Key words: *Public Property, Oromia, Practice, Challenges, Disposing, Procurement,*

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

Property management has always been a subject of great concern in both the private and public sectors (Yiu, et al., 2006 cited in Mukori, 2013). According to Nair, (1994) *“Materials management is the integrated functioning of purchasing and allied activities so as to achieve the maximum co-ordination and optimum expenditure in the area of materials”*

Government and state-owned enterprises purchase a wide variety of good, services and public works from the private sector, from basic computer equipment to the construction of roads. Public procurement is a key economic activity of government that represents a significant percentage of the Gross Domestic Product (GDP) generating huge financial flows, estimated on average at 10-15% of GDP across the world (PSCO, PPTM. May, 2004).

Traditionally property management dealt with daily operations and maintenance of a separate real property unit or group of assets while asset management is a process of decision-making and decision implementation regarding real property acquisition, use, and disposition (Kaganova, et al., 2012 cited in Mukori, 2013). Scarrett (1983:3 cited in Mukori, 2013) argued that *“property management seeks to control property interests having regard to the short and long term objectives of the estate owner and particularly to the purpose for which the interest is held.”* Therefore property management is not simply the management of the immovable property, but the governance of property rights so as to attain asset usage optimization.

The Oromia Regional State Procurement and Property Administration Proclamation No 157/2010 brief the objective of proclamation as to achieve better transparency, efficiency, fairness and impartiality in public procurement. Therefore, to enable the utilization of large sum of public money spent on procurement in a manner that ensure greater economy and efficiency by addressing problem in countered in the course of implementation of the proclamation determining the procedure of public procurement of

the Ethiopian federal government and establishing the supervisory agency during the years in which it was enforce. The Oromia Regional State Public Procurement and Property Administration proclamation No. 157/2010 defines goods and disposal as;

- ✚ Raw material, products, equipment and commodities in the form of solid, liquid or gaseous, marketable software and live animals as well as installation, transport, maintenance or similar obligations related to the supply of the goods if their value does not exceed more than that of the goods themselves.
- ✚ Disposal means the transfer of public property to another person by sale or other means or the act of getting rid of public property by burning or buying.
- ✚ Fixed Asset» mean tangible asset the value of which is determined by a directive to be issued by the region, that is in operational use and that has a useful economic life of more than one year,
- ✚ Supplies» means all public property other than fixed assets, which can be consumed within one year of use and the value of which is determined by a directive to be issued by the region.

The researcher initiated to assess the practice and challenges of public property management in Oromia Regional State Supreme Court to ensure that the court has oversight on court property management statutes based, on planed, economical and modern utilization.

1.2.Statement of the Problem

Property services include ensuring that property is supplied with the services required; surplus property is disposed of and new property acquired and constructed; property is valued; property rates are catered for; and all this is done in a cost-effective manner (Malawi and David, 2016). However, according to Ondiek (2013), the government of Kenya continues to incur huge losses in the field of public procurement, supplies and disposal. Over the years, citizens' confidence towards public procurement and disposal has been eroded significantly, portraying a negative attitude by the public towards these procedures. Surplus stores, expired inventory, unserviceable equipment, dead-stock, scrap and obsolescence continue to pile up in public stores, scrap yards and offices. This is an eyesore to the public in whose name procurement and disposal is done.

According to Ondiek (2013), the enactment of authorized public organ has improved competitive purchasing and disposal in the civil service, especially in achieving use of standard procurement procedures, developing international standards and in developing workable legal framework regimes.

Materials planning are the first activity in materials management (Gopalakrishnan and Sundaresan, 2003). According to Arnold, et al. (2008) the material requirement plan's objective is to determine what components are needed to meet the master production or service schedule and based on lead time, to calculate the periods that the components must be available. It must determine what to order, How much to order, when to order and when to schedule delivery.

The absence and problem of asset management plan in public organization describe as the difficulty to determine what is needed in terms of property asset, difficulty to determine why property assets are important to the organization, difficulty to determine what assets has the organization got, difficulty to determine what will close the gap, difficulty to determine how the organization will know it is getting there, difficulty to determining which assets should be acquired, renewed, improved and maintained or disposed of. No research has addressed and forwarded the solution for gaps on asset management plan in government public sector organization therefore the study aimed to solving the problem of property planning in Oromia Supreme Court (OSC).

Articles on the federal government procurement and property management proclamation No 649/2009 describe about property management and disposal specifically, the guiding principles of the proclamation contain how to dispose public property, who is responsible to dispose pubic property and to whom the income from disposed properties is transferred. These articles have implementing regulation at federal level. Similarly, the Oromia Regional State proclaimed proclamation No. 157/2010 of procurement and property management by improving proclamation No 100/2005 to solve problems raised through procurement and property management to achieve better transparency, efficiency, fairness, impartiality and to transfer and establish a modern property data holding system. Furthermore, it is to ensure economical benefits of the property management by implementing the redesigned processes with the concept of Business Process Reengineering (BPR) reform. Based on the proclamation, the government

prepares manuals and regulations by establishing procurement and property disposal agency to procure selected and commonly used property and property disposal practices at all regional government sectors.

On the other side, according to FDRE Public Procurement and Property Administration Agency survey research 2014/2015, of surveyed 52 government institutions 14 (27%) do not have materials management plan, 37 (71%) did not register their fixed assets on fixed asset registration card, 16 (31%) do not undertake annual inventory to control and manage their materials recourse, 18 (34.6) have not established disposed materials price setting committee. Similarly, according to Oromia Regional State Bureau of Finance and Economic Cooperation 2016/17 audit report, out of the investigated 113 organizations 44 (39%) conduct their inventory control actively in a timely manner where 69 (62%) don't do it on time. Regarding property disposal, the report shows that 26 (23%) organizations undertake the property disposal process in time and accordance with the regulations. On the other hand, 87 (77%) don't perform their inventory control as per the regulations. In summary there are problems in organizational structures, less capacity building activities, property and procurement planning and implementation gap, fixed assets registration and recording gap, weak identification and handling of the active and inactive properties as pre condition for disposal process.

According to Oromia Regional State Public Procurement and Property Disposal Agency 2016/17 property disposal report, all level of the Oromia National Regional State Government offices have problems reporting data needed, and items of disposed property timely, request the termination of disposed property after bid declared to public and some offices who are possessors of disposed property prohibit and withhold when requested to transfer ownership to the buyer.

Hence, the study would generally aim to assess the enforcement of law in public properties administration, to assess the accountability and suitability of properties administration staff structure, to evaluate property planning in Oromia National Regional State Supreme Court and to contribute for efficiency and effectiveness of the system.

1.3.Objectives of the Study

1.3.1. General Objective

The general objective of this study is to asses' practices and challenges of public property management processes in Oromia Regional State Supreme Court.

1.3.2. Specific Objective

- To evaluate the practice of regulation, rules, procedures and enforcement in property management;
- To assess the appropriateness of organizational structure and accountability system in property management processes;
- To evaluate the practices and challenges of planning and implementation process in property management ;

1.4.Research Questions

Based on the problem statement and research objectives, it is important to study the practices and problems of property management and disposal so as to formulate measures to be taken in order to achieve the property management objectives. Moreover, it is to hunt for possible solutions to the problems based on analytical result, and contribute to its effective management. Accordingly, the researcher raised the following basic research questions to investigate the current practices and challenges of property management in Oromia Regional State Supreme Court.

The Major Research Questions are:

- What are the practices of regulations, rules, procedures and enforcement activities in property management process?
- What is the organizational structure and accountability system in place to enhance expediency in property management process?
- What are the practices and challenges of the planning process in property management?

1.5. Significance of the Study

This time courts are equipped with different fixed assets and high technology to give fast and accessible court service to the public. Therefore, problems which affect effective administration of courts property need to be carefully examined. Appropriate strategies also need to be assessed in order to overcome problems. Besides, Court leaders, property administration staff, annual inventory committee, disposal committee and other users' staff by virtue of their position are key people for effectively running of property administration. They are working together and can only achieve maximum efficiency when the understanding and enforcement of rules and regulation, establishment of suitable structure, need based procurement and property planning is at satisfactory level.

Therefore, it is hoped that, the study will have comprehensive significances for the Oromia National Regional State Supreme Court and is expected to contribute to the following.

1. It will indicate the magnitude and sources of problems so that the concerned authorities can take measure to handle the problem.
2. The findings and recommendations will provoke the Supreme Court management and other stakeholders to take appropriate measures on observed problems.
3. It is hoped that it will supply the basic data for further in depth study.

1.6. Scope of the Study

The study focuses on practices and challenges of public property management in Oromia National Regional State and particularly on the Oromia Supreme Court that found at north eastern Finfine Arada Sub City 6 kilo area. Other regions are not included in this study.

1.7. Limitation of the Study

The study has a number of limitations. The major limiting factor of the study would be lack of secondary sources of data. This is because there is no research work done in the area so far. The other key challenges that will affect the result of the study are reluctance of respondents and unwillingness of some individuals to give relevant information about their relative recipients, reluctance of concerned bodies to cooperate with the researcher

on collection of data. In addition, problems with respect to incomplete questionnaires and delay of responses will be limiting factors that may be encountered during the data collection period.

Hence, the researcher will work hard to minimize these challenges. To this end, the researcher will search articles, strategy documents, discussion papers and reports from different areas to ease the limits of secondary sources. The researcher will take measures to accommodate respondents and try to soften the impact of the limitations.

1.8.Organization of the Study

This study will be organized in five chapters. The first chapter will consist of background of the study, statement of the problem, basic research questions, objectives of the study, purpose of the study, scope of the study, limitation of the study, organization of the study. Chapter two presents the review of related literature relevant for the study. Chapter three deals with research design and methodology employed in conducting the research. Data will be presented, analyzed and interpreted in the forth chapter. The fifth chapter summarizes the research and forewords the conclusion and recommendations. Finally, references and appendices will be attached at the end of the thesis.

CHAPTER TWO

2. THEORETICAL & EMPIRICAL REVIEW OF RELEVANT LITERATURE

2.1.INTRODUCTION

According to Dobler, (1984) the concept of material management, “Physical Distribution Management” are the primary materials organizational tools which have been used successfully in the past and will be used increasingly in the future to achieve closer coordination and control of a firm’s various materials activities. Property management is an all encompassing subject requiring the application of skill and knowledge towards exploiting the “latent values” of property assets (Timothy Tunde Oladokun Conference Paper · June 2010 in Ngwira and Manase, 2016). The key requirements for better asset management were noted being the commitment of senior managers to asset management and work style changes, the shortage of experienced asset management staff, the unreliability of data and the absence of sharing accommodation by public bodies across organizational boundaries (Yusof, 2013).

2.2.Asset Management Concept and Development in Public Sector

Asset management can be defined as: "A continuous process-improvement strategy for improving the availability, safety, reliability, longevity of assets; that is systems, facilities, equipment, and processes (Jim, 2007 cited in Hanis, et al. 2011). On the other hand, Gopalakrishman & Sundaresan (2003), define material management as the function responsible for the coordination of planning, sourcing, purchasing, moving, storing and controlling materials in an optimum manner so as to provide a pre-decided service to the customer at a minimum cost.

According to Datta (1986), an asset management system is not just a database to track what you have and where it is, rather, the assets management system is a combination of tools, processes and people which work in concert to achieve the goals of the organization. Seen in this light, material management is said to be an activity integrated, coordinated and entwined with such widely dispersed functions of management as budgeting, purchasing, receiving, production-scheduling, manufacturing, maintenance, inventory and material quality control as also storage, warehousing, shipping, traffic and salvaging and, thus, it begins working from the very inception stage of procurement of

materials down to the final distribution. The management of material therefore, immediately starts functioning with designing, planning, sourcing and procurement of materials and then getting the materials through successive stages of operations for the final embodiment in to an end product, awaiting final distribution so as to be of service to human needs. Such a wide coverage, naturally gives the science and art of materials management a very wide dimension, which however, as a matter of historical interest, has emerged from the purchasing function of management process to emphasize again. It is thus, by and large, a function ascribed to management through planning, organizing, staffing, directing and controlling. Time and again, investigations have shown that without coordination, material management cannot function efficiently.

Summerell (2005) cited in Yusof (2013), argues that by applying assets management processes, local governments could improve the effectiveness and efficiency of their service delivery. This improvement would be achieved through reduced and fully auditable operating costs, reduced vacancy rates and improved delivery timescales, better managed value and reduced churn as well as lower moving costs.

On the other hand, Gopalakrishman & Sundaresan (2003) described need for integrated concept as various function served by materials management include the materials planning, purchasing, receiving, stores, inventory control, scrap and surplus disposal. If some of the functions were to be separately handled, normally a conflict of interest occurs.

2.3.Role of Property Assets Management

The huge asset base that is in the hands of public sector organizations underlines the important role property assets perform in supporting public sector functions. Despite the significant role of operational properties in terms of supporting public sector organization's service delivery, a number of problems have affected the management of these assets. The management difficulties prompted public sector organizations to consider a different framework for managing the operational property assets they owned and controlled. Public sector organizations adopted asset management as the framework for managing their operational property assets (Ngwira and Manase, 2016).

According to Davis (2007) cited in Hanis (2012), asset management is a continuous process-improvement strategy for improving the availability, safety, reliability, and longevity of assets, that is systems, facilities, equipment, and processes. The main function of asset management is to provide the organization with information and knowledge that supports the asset lifecycle decision process, from planning to disposal, as required by the asset owner and/or manager. A comprehensive asset management strategy will be needed at all organizational levels, from delivering data for asset planning, providing information to decision makers before making acquisitions and developments, and providing the systems and data needed to support assets decision throughout asset's lifecycle (Hastings, 2010 cited in Hanis 2012).

Hentschel and Kaganova (2007) cited in Hanis (2012) noted that asset management is not a single event, but rather a process designed to produce knowledgeable decisions about the purchasing, operating, and disposing of assets which is known as the assets lifecycle. Assets lifecycle comprises planning, design, procurement, maintenance, management, utilisation, and disposal (Charles & Alan, 2005; Churchill, 1992; Dent, 1997 cited in Hanis 2012).

2.4. Legal and Institutional Framework and its Enforcement in Public Property Management

Gerston (2004), defined public policy as —the combination of basic decisions, commitments, and actions made by those who hold or affect government positions or authority. This definition clearly points out the content of public policy and who makes public policy. Public policy is not only what government is going to do but also what government does not do.

Through the use of effective policies and procedures, governments can couple their resources and vision. However, to be truly effective, public assets management demands rigorous process that includes standardized methods, measures, analytical techniques, policies, and procedures. Experts in public sector assets management typically analyze three dimensions to assess approaches to effective government property management: 1) rules 2) institutional arrangements and 3) management incentives. Together, the proper alignment of these dimensions drive efficiency and public usefulness of government-owned property. A relevant fourth dimension considers the factors that engage external

stakeholders to participate in the public asset management process: 4) market engagement (Kapur & Garmendia ,2013).

The legal and institutional framework for local government asset management is not sufficiently developed or permissive in many countries. The asset management framework itself is either missing or not developed at local governments. In many countries, including some developed countries, but especially in developing countries, the public assets management framework is non-advanced. Even basic steps, such as inventory, computerization, and tracking revenues, expenses and values of municipal properties are not completed (Kaganova & Nayyar-Stone, 2000 & Connie, 2010 cited in Ngwira and Manase, 2016).

2.5. Concepts for Organization and Accountability in Material Management

According to Dobler, (1984) the overall objectives of an organization tend to be achieved most efficiently when the organization is structured by grouping similar activities together. A firm's organizational structure is designed to accomplish a number of different needs, it must facilitate efficient operation of each work group and it should satisfy to a reasonable extent the human needs of each group's operating personnel. At the same time a good structure must satisfy managements need for control. The writer describe in his book what some authorities contend stating that coordination is the keystone of good organization. The fundamental purpose of any organization is to provide a structure that facilitates coordination and channels the efforts of all individuals toward the common goals of the firm.

An understanding of the structure in which management functions operate and interact helps in their management. It is essential, therefore, to design an organization structure for carrying out management functions which allows it to interact with and respond to its external environment (Moore 2002 cited in Ngwira and Manase, 2016).

Dobler & Burt (2001), describe that the fundamental purpose of organization is to provide a structure that facilitates the motivation of people and the coordination of their efforts toward the common goals of the firm. A poorly designed structure can inhibit such accomplishments, just as a well designed structure can facilitate them.

According to Agarwal (2004), organizational structure should be so designed as to permit decisions to be made at the appropriate level. Organizational structures differ from one another in the way responsibility- authority and interactional relationships are established among jobs, personal and physical factors. The basic organizational structures are: line, line and staff, factional, committee, project and matrix structure.

Like other aspects of generic management, there is emphasis on building the capabilities of the workforce. This emphasis on building capabilities is true of asset management. For example, Edwards 2010 cited in Ngwira and Manase (2016), forcefully makes the point, commenting: ‘organization and people aspects of assets management are about the capability of an organization and individuals who work in it to effectively implement all aspects of assets management. The capability of an organization includes the development of assets management roles and competences to ensure that individuals have a wider understanding of how their role contributes to the overall assets management goals and how the activities they are responsible for integrate with other activities in the business (Edwards, 2010 cited in Ngwira and Manase, 2016).

Through effective assets management, a public sector organization will improve its governance and accountability arrangements with regard to its stewardship of property assets. Improvements are possible because the public sector organization is able to demonstrate to tax payers and those who use its services that these are being managed sustainably and delivered effectively and efficiently. Improvement in accountability with regard to resource use is also enhanced by having in place and publishing financial and performance indicators (NAMS, 2006b; Scottish Executive, 2003 cited in Ngwira and Manase, 2016 p.6).

2.5.1. Relationship between Asset Management and Organizational Management theory

The role of organizational management theory and the practices associated with it are critical for effective asset management, as emphasized by Woodhouse (2010) cited in Ngwira and Manase (2016), who states that there is now general recognition and acceptance that assets management is not primarily a technical subject. Instead, getting the human factors right is even more important than the tools, processes and technical ‘solutions’ that are adopted in asset management. The human factors relate to aspects

such as workforce motivation, education or capacity building, communication, leadership, team-work and sense of ownership. These human factors are critical enablers to the establishment of a joined up, sustainable approach to assets management. The theories that underpin these human factors range from strategic management, change management, team management, motivational management, project management, organizational structure, leadership skills, capacity building, motivation, stakeholder management and value theory (Ngwira and Manase, 2016).

According to Nair (1994), qualifications of store and purchase personnel: - persons with commercial qualifications such as accounting, commercial law, have a good idea of government regulations affecting materials, customs, excise, price controls and the like. Materials manager must have good knowledge of various materials, tools; he must also possess sound common sense and should be able to express his thoughts clearly both orally and in writing.

2.5.2. The Assets Management Team

IIM (2006) cited in Ngwira & Manase (2016), argues that the successful implementation of AM requires a concerted and coordinated effort across all sections of an organization. The strategies relating to coordinating asset management activity within a public sector organization include, for example, establishing a strong coordination structure with clear responsibilities; ensuring that the required resources are available to implement the assets management program; having a strong training program to ensure staff are able to develop effective assets management plans and are confident in making the required organizational/process changes. An effective asset management team should be multi disciplined and drawn from across the public sector organization functional departments. Public sector organizations own and control a huge wealth of property assets. The nature and type of property assets held by public sector organizations is very diverse. The assets are held for different reasons and with varying management objectives associated with their ownership and use. These properties are intended to support public sector organizations' strategic and operational objectives. The proliferation of different types of property assets in the custody of public sector organizations, the wide ranging reasons for holding them and different ways of Managing them, often in a non-strategic manner,

have meant that Management problems have ensued (Phelps 2009 cited in Ngwira and Manase ,2016).

According to Dubler & Burt (2001), in majority of U.S industrial and institutional organizations, receiving and stores department are either placed under the jurisdiction of the purchasing departments or grouped with purchasing and related activities in material management departments. According to Lloyds 2010 cited in Ngwira and Manase (2016), successful asset management teams are flexible; share ideas and information; and engage in open and transparent debate; do not have a blame culture; foster an atmosphere that minimizes conflict; build trust and develop partnerships.

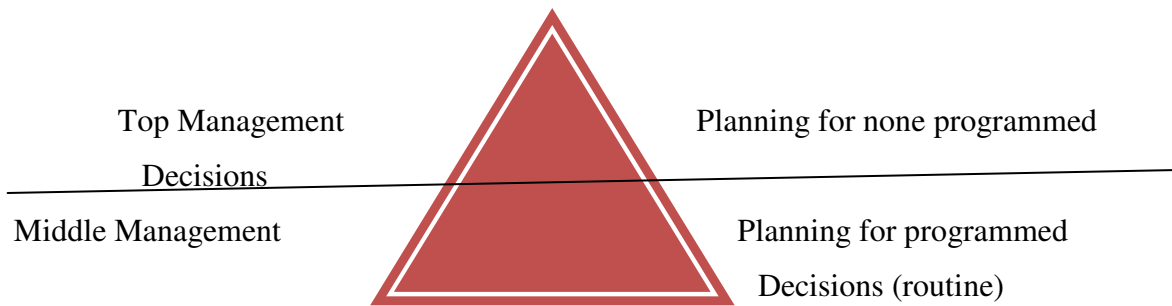
2.6.Planning and Implementation Approach for Material Management

Dobler (1984) has written and demonstrated the first function of management is the development of a series of plans that establish the framework within which future activities will be conducted. To ensure efficient performance of the staff, a manager plans the activities of his or her department, develops the required task relationship and communication, links, hires and trains employee, motivates and coordinates their efforts and evaluates and controls their performance.

2.6.1. The Assets Management Plan

An asset management plan (AMP) is defined as: ‘a document which sets out the Asset Strategy in order to help determine which assets should be acquired, renewed, improved, maintained or disposed of, once alternatives to investing in property assets have been explored’ (CIPFA, 2008; Scottish Executive & COSLA, 2003 cited in Ngwira and Manase 2016). According to Gopalakrishman & Sundaresan (2003), the quintessence of any manager’s job is planning and control. Hence the materials planning and budgeting function is given a prominent place in the integrated materials management set-up. This is so because, planning for materials and working out a realistic budget not only help motivate people, but also serve as a control device.

Figure.2. 1 Level of Material Planning



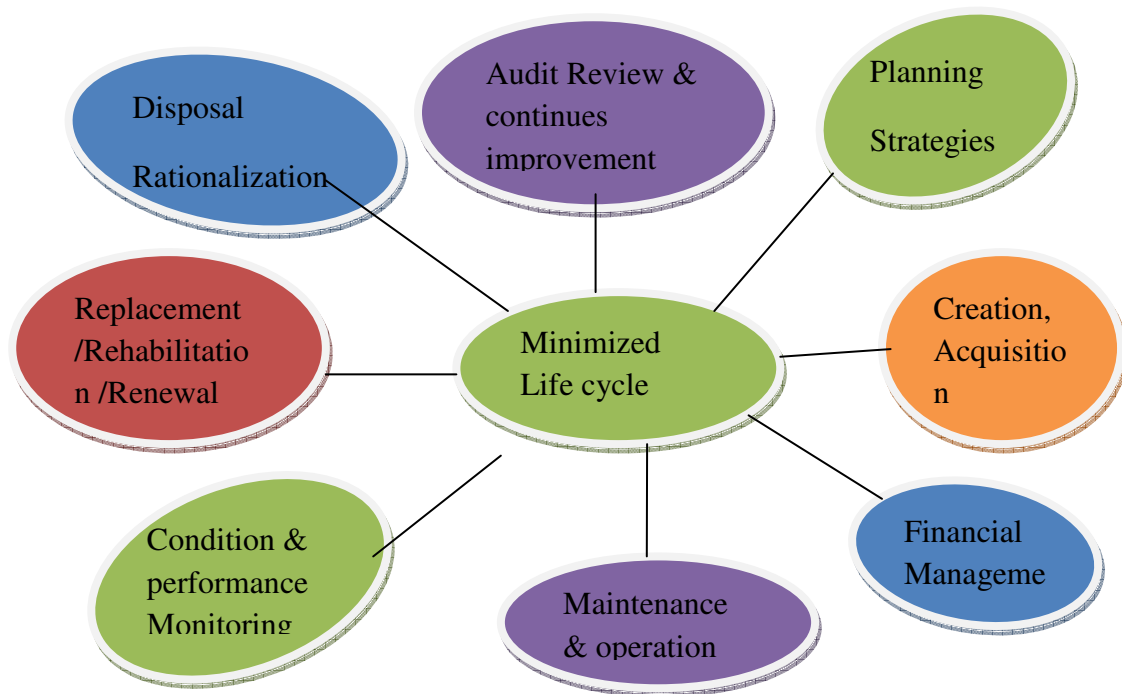
Source: Gopalakrishnan & Sundaresan (2003) Materials Management –An Integrated Approach.

According to Arnold, et al. (2008), the materials requirement plans objective is to determine what components are needed to meet the master production or service schedule and based on lead time, to calculate the periods when the components must be available. It must determine what to order, when to order, when to schedule delivery. Materials requirement plan must be able to reorganize priorities to keep plans current.

The assets management plan (AMP) assists with decisions over which assets to renew, improve, maintain or dispose of, by translating asset management planning into action. This is done through the development of integrated plans for capital investment (acquisition/development); asset maintenance; asset disposal; and workspace and accommodation plans (Scottish Executive & COSLA, 2003; CIPFA, 2008; OGC, 2003 cited in Ngwira and Manase 2016). The developed integrated plans are the end outcomes of the asset management planning process. The AMP is the blueprint for the asset management planning process.

The assets management plan (AMP) aligns asset objectives with organizational objectives and ensures overall efficient and effective use of assets in the medium/long term. It also provides: a platform for structured and rigorous forward thinking; a basis for corporate and consultative strategy development; an explicit description of the direction of the organization (or a particular aspect of that organization, in this case, assets); a basis for future decision-making and gives a clear statement for communicating the strategy to the organization (Ngwira and Manase, 2016).

Figure 2.2 Lifecycle Asset Management Options and Strategies



Source: (Ngwira and Manase, 2016, p.137) Public sector Property Asset Management.

2.6.2. Materials Handling

According to Nair (1994), materials are equivalent to money and great attention has to be paid to the proper storage so that they are free from damage and possibility of pilferage. Nair, (1994) describes five basic principles of materials handling: Eliminate unnecessary handling, Minimize manual handling and use mechanical handling equipment where possible, use the right equipments for handling so as to avoid damage and to reduce cost, handle materials in the largest convenient unit load by the quickest means over the shortest route, and Make full use of the equipment.

Materials handling is the science of moving materials from one place to another. Materials include raw materials, finished components, finished goods, packing materials, operational supplies, tools, jigs and fixtures scrap materials handling is closely connected with the storage of materials. In any stores organization, one of the major problems to which considerable thought should be given is materials handling. A good deal of labor

and money can be saved by using the right method and proper equipment in the movement of materials (Nair, 1994).

On the other hand, Gopalakrishnan & Sundaresan (2003), describes materials handling as it is obvious that no value is added to the end-product through material handling however poor materials handling may result in delays leading to idling of equipment. The author describes materials handling cannot be viewed in isolation. Many factors like plant layout, processes, nature of raw materials and products influence the material handling system. Additionally, the author defines materials handling can be the function dealing with the preparation, placing and positioning of materials to facilitate their movement or storage.

2.6.3. Storage

Well designed store systems and procedures ensure timely information for decision-making, particularly because stores are the starting point of all activities for control. Stores play a vital role in the operations of a company. It is indirect touch with the user department in its day to day activities. The most important purpose served by the stores is the provision of uninterrupted service to the manufacturing divisions.(Gopalakrishnan & Sundaresan 2003).

According to Datta (1986), the storage system can be viewed from three broadly classified system approaches: the receipt system physical storage, up keep system and the issue system in any organization full of life with materials needs. The system design should not only permit matching present requirements with existing supplies, but also must take care of the future growth and demands. The main objective behind the stores function is to render service to the users, but in the modern industrial socio-economic technical design, this service is hindered by many constraints. The very nature of the storage system to act as a buffer between procurement and various consuming departments stresses the need for a strategy to gear up the timely activities of receipts, storage, handling, accounting, issues and disposal.

On the other hand, Dobler & Burt(2001), describe a good lay out and good storage methods yield the following benefits: Ready accessibility of major materials, permitting efficient service to users, efficient space utilization and flexibility of arrangement, a

reduced need for materials handling equipment, minimization of material deterioration and pilferage and ease of physical counting.

Today most firms emphasize the need to minimize inventories and none value added support activities. Attainment of these objectives often calls for smaller warehouses and more efficient layout and stores operation. Regardless of size planning is key to consistent and efficient stores operation. What types and combination of storage equipment should be used? How should the warehouse be laid out? To answer the above key planning questions, the following data must be listed. How much space is required to store the item properly? How many units are normally withdrawn at once? Should the item stored singly, in pairs, in dozens? What is the maximum number of units to be stored at one time? What types of storage facility best suits the item (considering such things as weight, shape and handling? What handling equipment is necessary to transport the item? How often is the item withdrawn from stores? Where is the item most frequently used in the production operation?

Eight general types of equipment are commonly used in storing materials: pallet and skids open and closed shelving, cabinets (with or without counters), bins, stacking boxes, special storage racks, gravity feed racks and outdoor platforms and racks (Dobler & Burt, 2001).

2.6.4. Stock Receiving

Receiving section receives all incoming materials, checks, inspection and then after sends the materials in to the respective stores along with a report called goods in word note or materials report note (Nair, 1994).

Receiving is essentially a clerical operation. Because many cleric activities are regarded as “routine” however, the importance of the receiving function often is underrated. Only at the receiving desk do the purchasing control documents meet the fiscal materials themselves. Most problems or errors in a purchasing transaction should come to light the receiving operation.

Receiving procedure consists of four steps. Unloading and checking the shipment, unpacking and inspecting the materials, completion of the Receiving report and delivery of the materials. This can be divided in to receipt from outside suppliers and receipt from internal divisions. Systems for receipt start even before the time when the material

actually reaches the plant. When a purchase order is placed a copy is sent to stores indicating quantity and delivery date. These should be arranged in a chronological sequence so that the store manager can at any time estimate the volume of receipt. This also helps in planning labor contracts when uploading activities exceed a particular limit. Advise note to the store, document prepared by the transport carrier (Dobler & Burt, 2001).

2.6.5. Stock Control or Inventory

Stock control is the function of planning and maintaining the right quantity of materials for a given production programmer with the minimum of investment. The modern name for this function is inventory control. One of the important functions of stock control is to submit lists of obsolete and surplus stocks for disposal so that as little money as possible is tied up in the inventory (Nair, 1994).

Two basic systems can be used in physically controlling stores material:- closed store system and open store system. A closed store system is one in which all materials are physically stored in closed or controlled area. Where ever possible, the general practice is to maintain physical control by locking the storage area. As a rule no one other than stores personnel is permitted in the stores area. The open system represents the second major type of stores system. Its widest use is in highly repetitive mass production types of operations that exhibits continue and predictable demand for the same material (Dobler, 2001).

Stores and Inventory Control involves physical control of materials, preservation of stores, minimization of obsolescence and damage through timely disposal and efficient handling, maintenance of stores records, proper location, and stocking. It covers aspects such as setting inventory, levels, ABC analysis, fixing economical ordering quantities, setting safety stock levels, lead time analysis and reporting (Gopalakrishman & Sundaresan, 1998).

2.7.Components of Disposed Materials

Disposal of stores is one of the most important functions of materials management in any organization (Osibanjo, 2007 cited in Kodua Mensah, 2014). This has become necessary

as the equipment and other items tend to become surplus, obsolete, and unserviceable, over a period of time due to its long usage. The disposal of this type of stores is needed to be done on periodic basis (CSIR, 2007 cited in Kodua Mensah, 2014). Goods to be disposed of still have value for money in them and even when they undergo wear and tear and may still have financial value for the institution in question. Furthermore, to get value for money in disposing of goods and equipment methods the disposal could generate huge sum of money if the following methods resale, trade in, auction and disposal should be based on a fair market value for each surplus item (Ibid,n.d cited in Kodua Mensah, 2014).

Disposal of assets is the withdrawal of assets from use upon the completion of its useful life (Obaidullah 2006 cited in Kodua Mensah, 2014). Therefore, disposal as any event getting rids of public assets through the law of the state, in creation, variation, and transfer to the state agency in need of the assets.

Assets disposal or rationalization is an option when an asset is no longer required or becomes uneconomical to maintain or rehabilitate. It provides the opportunity to review the configurations, type and location of assets, and the service delivery processes relevant to the activity. Similarly, an optimized decision-making tool is essential for arriving at an optimal decision about assets rationalization (Ngwira and Manase, 2016).

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 over production represent and inventories are another prime source for generating surpluses (Gopalakrishnan & Sundaresan 2003).

2.7.1. Obsolete Materials

Obsolete items are those materials and equipment which are not damaged and which have economic worth but which are no longer useful for the company's operation owing to many reasons such as changes in product line, processes, materials, and so on. Surplus items are those materials and equipment which have no immediate use but have accumulated due to faulty, planning, forecasting, and purchasing. However, they have a usage value in future. Scarp is defined as process wastage, such as turnings, borings,

sprues and flashes. They may have an end use within the plant. In any case, they have a market value (Nair, 1994).

Nair (1994), describe in his book obsolete items as items which are out of date, mostly superseded by a later design are known as obsolete items. 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 fast-moving technological product, excessive forward buying is another common source of surpluses materials, planned over buying and over production.

Dobler (1996), Describes in his book the primary sources of surplus typically originate from three primary source 1, scrap and waste 2, surplus, obsolete, or damaged stock and 3, surplus obsolete, or damaged equipment. Inventories are another prime source for generating surplus. As he said, Surplus from obsolete or damage stocks are unreasonable to expect that sales forecasting and planning will always be absolutely accurate. In case of over anticipation, material excesses above actual requirements inevitably result.

On the other hand, Gopalakrishnan & Sundaresan (2003), list the reasons for generation and accumulation of obsolete, surplus and scrap items as:- changes in product design, rationalization, cannibalization, faulty planning and forecasting, faulty purchase, and other causes, respectively. The Gopalakrishnan & Sundaresan (2003) describes additional reasons many items are held as insurable spares for many years without much use. Faulty stores-keeping methods, without adequate preservation, lead to spoilage. Inferior materials handling, improper codification and poor manufacturing methods also result in obsolete, surplus and scrap items. Poor maintenance of machine tools may result in excessive tool wear and greater process scrap.

In many industrial processes there are often trimmings, off cuts, etc, which cannot be avoided. In some cases these are suitable for making other things, and for this reason

returned to stores. In other cases, they are destroyed or dumped, and or collected for sale (Datta, 1986).

2.7.2. Surplus Materials

The term ‘surplus assets’ refers to tangible assets that have become surplus to the needs of the provincial government and other public sector organizations. These assets include office furniture and equipment, computers, audio-visual equipment, marine and industrial equipment, lighting and tools, vehicles, portable classrooms, and buildings.

Nair (1994), define 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 of bulk quantities is unavoidable because ones 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 project is completed.

On the other hand, Dobler (1996), describes in his book method of disposing surplus as:- use within the firm, return to the supplier ,direct sale to another firm, sale to a dealer or broker, sale to employs, donations to educational institutions , some combination of the preceding methods. He stated problems and opportunities of surplus. The writer describes its opportunities as in spite of the lack of glamour associated with surplus materials effective disposal of surplus can be very profitable, and recycling reduces energy requirements, reduces gaseous and solid pollutants, and conserves raw materials. Problems of surplus materials such as balancing the cost of environmental, health, and safety regulations against the nation’s need for critical minerals. Surplus materials may be defined as materials purchased in excess of any reasonable immediate requirements (Datta, 1986).

2.7.3. Scarp Materials

Nair (1994), defines scrap materials as wastage, spoilage turnings, borings, irreparable parts of equipment. He generalizes scrap tools as some tools that wear out after a period and some break during usage.

According to Gopalakrishman & Sundaresan (2003), disposal of scrap when handled in an imaginative manner can result in handsome returns to the organization. An effective disposal requires a compact disposal organization reporting to the material manager, continuous market survey on the prices of various categories of scarp generated in the plant and constant touch with the industries which generate similar scarp and with end – users. The writer describes disposal action follows when the scarp cannot be utilized within the organization.

On the other hand, Datta (1986), Scrap and wastes are sometimes referred to jointly, and there appear to be no objection in doing so from the stand point of their disposal. He also describes all waste are however, cost-centers, but by salvaging them the company at least saves space and not in frequently considerable money is reclaimed. In some cases, industrial waste disposal is a company's social obligation.

2.8.Stages of Disposal of Goods and Equipment

The steps in disposal are as follows: a, identification of types of disposable stores - surplus, obsolete, unserviceable or scrap b, categorization of item as surplus, obsolete etc., c, consideration by the standing disposal committee d, inspection e, deciding mode of disposal f, Fixation of reserve price g, approval of the competent authority h, evaluation of the offers i. accounting entries j, removal of the disposed off stores by the Purchaser(Anon,2007 cited in Kodua Mensah, 2014). According to Defra (2007 cited in Kodua Mensah, 2014) disposal is essential in all settings, including those with limited resources where staff may be reluctant to throw away supplies, such as disposables, which are seen as still functional' and valuable.

2.9.Methods of Property Disposal

According to Dobler & Burt (2001), there are seven types of property disposing methods: use within the firm, return to the supplier, direct sale to another firm, sale to a dealer or

broker, sale to employees, donations to educational institution and some combination of the preceding methods.

2.9.1. Use within the Firm

At a well-known Multiplant pump company; lists describing surplus materials and equipment available for use within the firm are circulated to all divisions. Use within the firm is always the most profitable form of surplus disposal. For relatively new equipment, these types of disposal realize 100 percent of the original cost.

2.9.2. Return to Suppliers

If surpluses materials cannot be used within the firm the return to supplier method of disposal is generally the next best method. Suppliers typically allow the return of both new and used surpluses as a courtesy to good account. Salable materials returned from inventory are traditionally accepted at original cost, less a nominal restocking charge.

2.9.3. Selling to Other Firms

Some companies sell surplus materials and equipment directly to other firms. Sales of equipment to other firms depend primarily on the condition of the equipment, pricing considerations and the availability of similar equipment from other sources. Equipment sales made directly to a user typically result in better price than sales made to dealers or brokers.

2.9.4. Sales to Dealers and Brokers

Surplus dealers and brokers (referred to as dealers) constitute an excellent outlet for surplus materials. When a firm advertises surplus materials for sale, 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 purchase of small lots.

2.9.5. Donation for Educational Institutions

At the present time colleges and schools acutely need machine tools and other types of industrial materials for instructional use. Although recent tax laws have reduced the tax

benefits allowed for gifts to educational nonprofit institution, desirable benefits sometimes still exist.

2.9.6. Selling to Employees

Many firms make it a practice to sell both products they manufacture and their surpluses to their employees. If surpluses are the result of overstocking or obsolescence and the materials are in new or good condition or if they are odds and ends of scarp desired by ‘do it yourself’ employees this can be a satisfactory method of disposal. On the other hand, if surpluses are not in fully satisfactory condition, such sales, regardless of their attractive prices can create resentment in employees toward their employers (Dobler & Burt, 2001)

2.10. EMPIRICAL PARTS OF RELATED LITERATURE REVIEW

2.10.1. Drivers of Asset Management Reforms in the Public Sector

During the past two decades or so, it has become more noticeable that there has been an increasing trend – with an international dimension – towards the adoption of assets management approaches by public sector organizations. Two types of reform drivers are behind the adoption of assets management practices by public bodies. The first set relates to internal factors associated with property management practices prior to the introduction of assets management. The second concerns the external forces that have impacted public bodies and which have forced such bodies to give greater attention to the way they manage their property assets. (Kaganova, 2006 cited in Ngwira and Manase, 2016).

2.10.2. Interior Factors behind Assets Management Reforms in the Public Sector

All public sector organizations faced similar problems in managing their property assets. These included a lack of central policy framework; fragmented management of public property assets; economic inefficiencies associated with public property; lack of information needed for managing property portfolios, and a lack of transparency and accountability (Audit Commission, 1988a cited in Ngwira and Manase, 2016). Only in the past two decades or so have public sector bodies begun to understand the full implications of managing their property assets. Up until the late 1980s and prior to the

adoption of assets management approaches to property management, Kaganova *et al.* (2006) cited in Ngwira and Manase (2016), observed that public sector organizations tended to take incremental change actions associated with property management. Initially, public sector organizations responded by questioning the processes associated with acquisition and disposal of real property assets. The questioning of processes was followed by interest on the part of public sector organizations in outsourcing services such as property sales and property maintenance. The focus on property management was principally targeted at those responsible for managing properties. This was a relatively small group of staff relative to the overall public sector organization machinery and its associated range of activities. Kaganova *et al.* 2006 cited in Ngwira and Manase, (2016), further noted that only recently have governments, including public sector organizations, begun to realise the usefulness of implementing broad policies that address the users as well as the managers of these assets. Kaganova *et al.* 2006 cited in Ngwira and Manase, (2016) further argued that, to be effective, such a broad policy framework must come from the highest levels. In addition, the policy framework must be driven by a clear understanding of why a public sector organization requires or retains real property and what steps are required if that need no longer exists. Such a policy framework involves utilizing assets management approaches to managing property assets (Kaganova *et al.*, 2006 cited in Ngwira and Manase 2016).

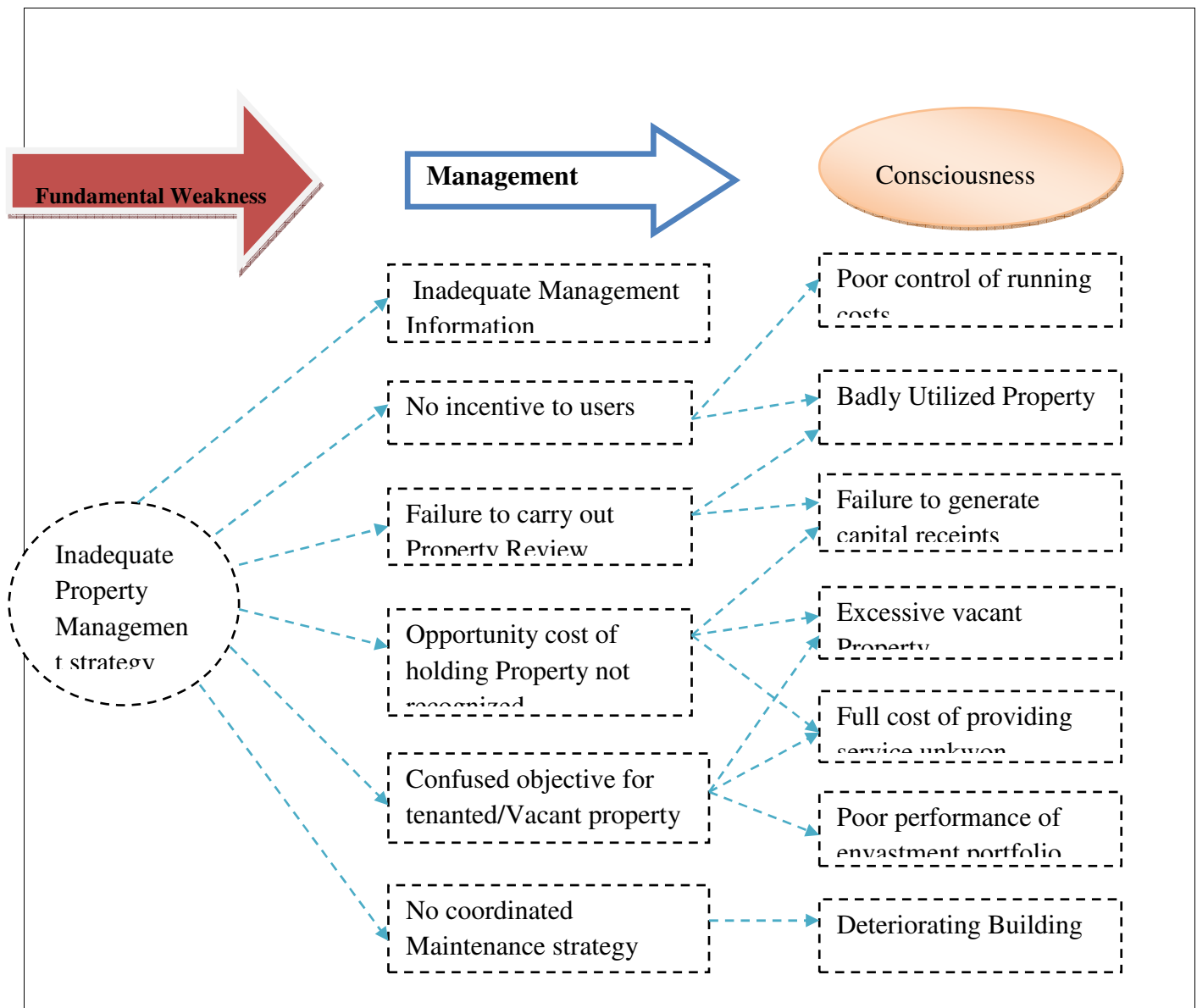
In recent years, Kaganova *et al.* (2006) cited in Ngwira and Manase, (2016) report that the public sector has come to appreciate the value of implementing broad policies that address the users of assets as well as property managers. The appreciation by public sector organizations of the value of implementing such broad policies is a result of the problems they encountered in managing property assets without such a framework, as observed by CIPFA (2008) cited in Ngwira and Manase (2016), who state that: ‘in the past public sector organizations did not in any systematic way consider how property assets had been used and deployed. Issues about asset condition, assets fitness for purpose, long term sustainability of assets, delivery outcomes, and how assets were positioned relative to service user needs were hardly considered.’ The absence of a strategic focus embodied in a broad policy framework for managing property assets in public sector organizations is emphasized by Gibson (1994), cited in Ngwira and Manase

(2016) following a study reviewing reports highlighting the inadequacies associated with public sector property asset management. Gibson (1994) cited in Ngwira and Manase, (2016), concluded that the main criticism of these reports was that there had been no strategic approach to management of public property assets. The lack of strategic approach was further observed by the Audit Commission (2000 cited in Ngwira and Manase, 2016), commenting that: ‘across the public sector, there appears to be a long way to go before it is general practice for property assets to be routinely managed in a strategic fashion. Property is a resource which, alongside others such as ICT and staff, needs to be actively managed at both service and corporate levels.’ It is now recognized that effective asset management involves developing a broad policy framework for managing property assets that addresses asset users as well as property managers’ needs. According to Kaganova *et al.* (2006) cited in Ngwira and Manase, (2016), an asset management framework for managing public sector organization assets helps to achieve efficiency and effectiveness through increasing the efficient use of facilities; minimizing operating costs; locating offices and services in functional and not necessarily in prime areas; and by knowing the highest and best use of assets among other benefits. One of the consequences of not adopting an asset management approach for managing public sector organization properties was that the management of such properties tended to be fragmented. Fragmented management, according to Kaganova *et al.* (2006) cited in Ngwira and Manase, (2016), involved respective departments of public sector organizations becoming involved in managing, financing and using property assets in the case of the majority of public sector organizations in the United Kingdom, one of the reasons individual departments became involved in managing properties was because property was considered to be ‘owned’ by the individual service committees occupying it (Audit Commission, 1988b cited in Ngwira and Manase, 2016). Such fragmented management of property assets was made worse by a lack of public sector organization-wide strategies, policies and rules that are normally only available where asset management practices are in place. In practical terms, fragmentation implies that criteria unrelated to asset management effectiveness or efficiency split public property into many portfolios, and these portfolios were managed quite independently. Even if some departments of public sector organizations managed these properties well, the overall

result was that the performance of property assets and management practices tended to be suboptimal. In addition, as a result of fragmented management, public sector organizations experienced economic inefficiencies associated with the performance of their property assets. Such inefficiencies included physical and economic underutilization as well as insufficient maintenance and repair. Worse still, as a result of fragmented management, public sector organizations could not promote and implement policies that encouraged joint occupancy of properties with partners or other public agencies. Furthermore, they 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 for disposal. This was due to the lack of asset management approach. The weaknesses that emerged as a result of the fragmented management manner in which public sector organizations managed their property assets led to a number of specific problems. According to the Audit Commission (1988a cited in Ngwira and Manase, 2016), these specific problems included: **a)** Public sector organizations not having adequate information about their property. The fact that public sector organizations did not have adequate information about property assets meant they could not make informed property management decisions. **b)** There were no incentives for users to efficiently and effectively manage the properties they occupied as they perceived little benefit in surrendering ‘their’ vacant or underused properties either for disposal or use by other service areas. **c)** Public sector organizations failed to carry out regular property reviews, which are necessary if property is to be managed as a dynamic rather than as a static resource. **d)** The opportunity costs of holding property were not recognized, meaning that properties were not put to their highest and best use. **e)** There was a lack of coordinated maintenance strategy, resulting in maintenance budgets being used for what public sector organizations saw to be more pressing needs, with few local authorities carrying out full condition surveys of buildings to assess the scale of their maintenance backlog. **f)** Public sector organizations did not have effective financial and managerial procedures to aid proper accountability (Audit Commission, 2000). **g)** Evidence that in most public sector organizations there was political apathy and opposition to change property management practices. **h)** Public sector organizations did not challenge the need for owning property or did not review the manner in which

property services were organized and obtained. As a consequence, most public sector organizations retained and maintained buildings that were in the wrong place, of the wrong size, or were otherwise unsuitable for their existing use.

Figure: 2.3. Lack of Strategic Approach to Property Management and the Resultant Problems and Consequences,



Source: (Ngwira and Manase, 2016, p.19) Public sector Property Asset Management

2.10.3. Forces behind Asset Management Reforms in Public Sector Organizations

The drive for reforms in property assets management has taken place as an integral element of the major externally driven changes that have affected the role of public sector organizations. These changes, known as New Public Management (NPM), have emerged over the past three decades or so. Mackie 2005 cited in Ngwira and Manase (2016), explains what is meant by the concept of NPM and states that it is a movement on the part of the public sector to become more like private business, coupled with greater accountability to funders, stakeholders and service users for results achieved.

2.10.4. Property Management Development in New Zealand

The development of asset management in New Zealand was prompted by the need to tackle massive fiscal problems and an inefficient economy that was negatively affected by huge public sector involvement in economic activities. In response, the country has, since the 1980s, undergone a period of far reaching structural reform aimed at improving the internal efficiency of the economy while simultaneously bringing greater stability to the macro economy Worley, (2000 cited in Ngwira and Manase, 2016). With regard to the public sector, reform was aimed at both reducing the role of government in the provision of goods and services, and improving the efficiency of the public sector. These reform measures also influenced the development of asset management in public sector organizations.

Worley (2000) cited in Ngwira and Manase (2016), states that there were a number of key influences on the development of improved assets management practices in the public sector in New Zealand. These influences included legal reform in accounting practices, the need to curb public sector organizations spending, a requirement on the part of public sector organizations to produce assets management plans, and technological changes. Regarding legal reform of accounting practices, statutes were introduced requiring public bodies – including public sector organizations – 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 public sector spending further spurred asset management development in New Zealand. Changes in information technology also played a significant part in assets management development in the public sector in New Zealand. In particular, advances in information systems enabled public sector organizations to collect and manage assets inventory information. A key success factor in New Zealand has been public sector-led initiatives including guideline development, training and asset management information systems development (Ngwira and Manase, 2016).

2.10.5. Assets Management Principles in New Zealand

Asset management principles set quality and planning expectations and focus assets on best value for money. The principles ensure that assets planning incorporate flexibility and the ability for agencies to acquire, maintain, reallocate, relocate, reuse, adapt, replace and dispose of assets, maintaining an efficient whole-of-life view (Government National Property Strategy & Principles March 2013 cited in Ngwira and Manase, 2016).

2.10.6. Integrate Property with Management Planning in New Zealand

Property should be used as management planning tool to help achieve annual work plan outcomes and outputs. Property should be used as a strategic business planning tool to help achieve organizational goals and target (Government National Property Strategy & Principles March 2013 cited in Ngwira and Manase, 2016).

2.10.7. Practice of Public Property Management in South Africa

In South Africa, public sector asset management is guided by a number of Legislation and policies both at national and provincial government. The main legislation framework covering public immovable property management are: Public Finance Management Act, No.19 of 2007; Government Immovable Asset Management Act, No. 19 of 2007; Municipal Finance Management Act, No. 56 of 2003; Municipal Asset Transfer Regulations 2008; Management of certain of the City of Cape Town's Immovable Property Policy (Mukori, 2013).

Traditionally property management dealt with daily operations and maintenance of a separate real property unit or group of assets while asset management is a process of

decision-making and decision implementation regarding real property acquisition, use, and disposition research currently carried out by (Kaganova, et al., 2012, cited in Mukori, 2013).

According to City of Cape Town property management structure property management decisions are mooted by the professionals who head the 5 different departments; strategic assets, property holding, property acquisitions and disposals property intelligence and immovable property planning (City of Cape Town, 2012). The 5 heads make recommendations to the Director: Property management who is also a qualified professional in the field, the Director will make a decision and submit recommendations to the Executive Director who passes it on to the City Manager via the deputy (Mukori, 2013).

According to the Chartered Institute of Public Finance and Accountancy (1991:58), “Asset registers’ function is to provide the information about assets needed for their financial management, operational management and servicing; and to support fixed assets as shown in the balance sheets”. The need for a comprehensive asset register can never be over emphasized; it is the backbone of which local authorities can achieve “best practice” in property management.

Challenges in public sector property management in South Africa were insufficient and/or absence of proper strategies to manage properties, difficulty in implementing planned strategies, absence of management incentives and specific management procedures in the public sector worsen the situation (Abdullah, et al., 2011, cited in Mukori, 2013,), lack or shortage of skills and capabilities among the property management staff (Brackertz & Kenley, 2002 cited in Mukori, 2013), duplication of work within departments due to unclear roles and responsibilities (Boyne, 2002 cited in Mukori, 2013,p.27). White (2011 cited in Mukori, 2013, p. 27) also reiterated that lack of interest by senior management, political interference, poor financial analysis, short-termism; inadequate people and financial resources and a chronic data shortfall are the major problems in public sector property management.

2.11. Public Property Management Practice in Ethiopia

Ethiopia has been adopting new working procedure named business process re-engineering (BPR) since 2008/9 to improve service delivery in terms of time, cost and accessibility to bring sustainable development and global competency. However, adopting new work procedures is not enough by itself; it has become important to improve increasingly the existing financial, procurement and stock management of the country so as to cope up with the changing world. Moreover, the inputs gained from the business process reengineering and the accommodation of new working procedures that can facilitate the duties of financial institutions have made it necessary to make improvement in the finance, procurement and stock management system of the nation (MOFECO) web. Site; (over view of the sector)

As a result, the federal and regional governments revised more than two times Financial Administration Proclamation and Procurement and Property Administration Proclamation respectively. The objective of revised proclamations is to respond to national and international changes in the financial, procurement and property administration system, to ensure that public property in which a significant amount of public money is invested, is utilized in such a manner as to enable the government device maximum benefit there from and modernize the administration. There for, it was necessary to introduce an integrated public property administration (Proclamation N^o 649/2009 and 157/2010). On the other hand the introduction of the amendment proclamations enables both the country and the regions to close the gaps that might be observed in the finance, procurement and property management of the nation and to create internationally accepted financial working system.

The property management and disposal system in Oromia Regional State since 1989 to 1997 merged and briefed in government finance administration proclamation N^o 17/1989 only on articles 47 and 48 the same on approved finance administration N^o 88/1997 the proclamation described on two articles 44 and 45 about property recording, handling and disposing. However, due to changes on economic development in the country and increasing of budget at the federal government and regional state level the property management and disposal received more attention with the adoption of new working procedure followed by Business Process Reengineering (BPR) since 2010 in the region

the government separately introduced procurement and property administration proclamation number 157/2010.

To ensure the government to executing its duties, economically and efficiently utilizing public property is crucial and decisive, in consistent to public procurement and property administration of Oromia National Regional State and it shall also an instrumental to fast and sustain the process matching with the new strategic plan of action in regional government office (Proclamation NO 157/2010).

2.11.1. Accountability and Responsibility in Public Property Management

Procurement and property administration staff or heads of procurement and property administration units and members of the procurement endorsing committee in public bodies shall be accountable for their action in accordance with proclamation and directives issued there under by the bureau. (Proclamation No 157/2010)

According to (Proclamation No 157/2002) the heads of public bodies shall adopt a life-time approach to management of public property, ensure that items of public property are recorded as to date, description, quantity and cost from acquisition to the end of their life-time, ensure that the custodial responsibility for each fixed asset acquired is assigned primarily to persons using such fixed assets and the names of the custody are recorded in the register of fixed assets. The heads of public bodies shall ensure that supplies, not acquired for immediate consumption, shall form part of supply inventories and that custodial responsibility be assigned for such inventories. All inventories of public property shall be physically verified against records at least annually. On the other hand, the heads of public bodies shall ensure that all public property is used as productively as possible in carrying out the responsibilities of their public bodies, establish a proper maintenance system for all public property to ensure that it will operate as economically and effectively as possible in accordance with directive of the bureau. The heads and all employees of public bodies are responsible for the protection and preservation of public property and proceeds from the disposal of public property shall be deposited in to the account of the regional central treasury

The heads of public bodies shall ensure that fixed assets which are not useful to the organization are disposed off. The description and amount received from all public property disposed off shall be included in the public account. (Proclamation No 157/2002)

The Oromia National Regional State Proclaimed Public Procurement and Property Administration Proclamation No157/2010 describes in terms of enforcement of law as: to guarantee regional government executing its duties, economically and efficiently utilizing public property and to fast and sustain the process matching with the new strategic plan of action. The proclamation describe briefly the principle of public procurement and property administration as accountability for decisions made and measures taken with regard to public procurement and property administration, careful handling and proper use of public property and to ensuring the existence of modern and standard public property data recording and administration system in the region. The regional government state procurement and property administration proclamation No 157/2010 illustrate in chapter two the power and functions of different organs to enforce while implementation according to rule and regulation such as; responsibility of heads of public bodies, duties and responsibilities of procurement and property administration unit, duties and responsibilities of procurement endorsing committee, accountability and power and function of the Bureau.

The unit XII of the proclamation briefs the general responsibility and accountability of public property administration in related to acquisition, management of public property, use and maintenance, protection and preservation, disposal, deletion and transfer.

The Oromia Regional State Procurement and Property Administration Proclamation No 157/2010 chapter three article 12 sub 1&2 illustrate procurement plan as; public bodies shall have to prepare an annual procurement plan showing their procurement for the budget year and the procurement plan to be prepared by public bodies in accordance with sub Article (1) of this shall have to be approved by the head of the public body concerned and communicated to the relevant department of the public body and the bureau until Hamle 30. Good procurement planning is the basic and essential part for

effective and efficient public property administration. Unplanned procurement cases excess acquisition of public property, over utilization and make ideal properties in store.

Property administration guideline is prepared in compliance with the Ethiopian Federal Government (EFG) Procurement and Property Administration Proclamation (PPAP) NO.649/2009 and FGE the financial laws and regulations. As part of the implementation of Civil Service Reform Program, Ministry of Finance and Economic cooperation (MOFECO) has launched property management reform. Consequently Government Owned Fixed Asset Management Manual (GOFAMM) has been developed. As outlined in the GOFAMM, fixed asset management starts when fixed asset is issued from store.

2.11.2. Practice in Fixed Asset Management and Disposal

Oromia National Regional Government Procurement and Property Administration Proclamation Number 157/2010 defines fixed asset as tangible and useful economic life of more than one year. Similarly, Ethiopia Federal Democratic Republic Government Procurement and Property Administration Proclamation Number 649/2009 defines fixed assets – as tangible assets costing Birr 1000.00 or more that is in operational use and that has a useful economic life of more than one year, such as furniture, computers, heavy equipment, vehicles, ships and aircrafts, buildings, roads, sewers, bridges, irrigation systems, dam.¶

According to Oromia National Regional State Property Administration Directive No 01/2011/12 fixed assets are those costing Birr 1000.00 or more and have useful life of more than one year. Where are assets worth less than Birr 1000.00 but having a useful life of more than a year categorized? Examples could be paper punchers, staplers, pocket calculators, paper tray, chairs, etc. The existing fixed assets registers maintained by the PBs are incomplete. The register maintained by one PB is not similar to the register maintained by the other in form and content and hence, it is not possible to obtain information that will enable the determination of the total assets owned by the Federal Government.

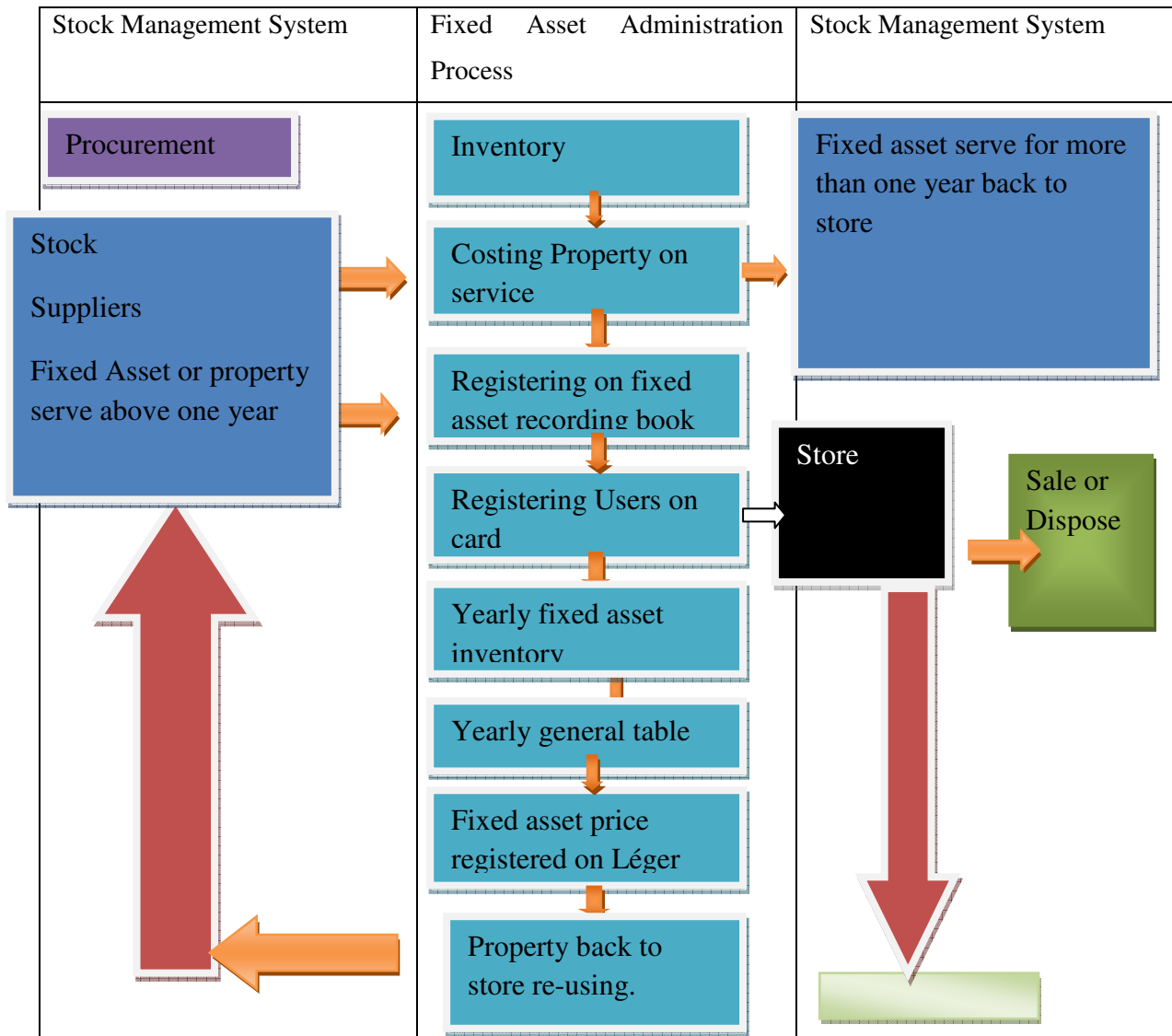
The cost of fixed assets is treated as periodic cost. This means that the full cost of the asset is considered as expense in the current fiscal year even if economic benefit of the asset is carried over to the next fiscal years. Because of this treatment, it was not

customary to record the value of fixed assets in the fixed assets records. As a result, many of the fixed assets have no value attached to them. The new fixed asset register that this manual explains is designed to incorporate values of fixed assets. Government owned fixed asset management manual South Africa, public sector asset management Africa, public sector asset management (GOFAMM) December (2007).

According to Oromia National Regional State PPPM, Proclamation No 157/2010 article 57 heads of public bodies shall ensure that fixed assets which are not useful to the organization are disposed off in the manner to be prescribed in the directive, the descriptive and amount received from all public property disposed off shall be included in the public accounts and proceeds from the disposal of public property shall be deposited in to the account of the regional central treasury.

According to ONRS property administration directive 01/2011/12 article 20 sub 1-2 public bodies can dispose when properties can't be needed for organizational objective, carry on properties faced the organization for farther expense, when properties stop service or out of service due to any reason. Additionally the directive authorized public bodies to dispose properties of unit priced less than 1,000.00 (One thousand birr) and total price less than 100,000.00 (One hundred thousand birr). The directive authorized the public procurement and property disposal agency properties unit price more than 1000.00 (One thousand birr). On the other hand, the directive describe briefly on article 23 sub-3 six methods of property disposal as: by transferring to other public organization; sale with open bid to public; unpin and use as spare part or sale, with discard donate to others and with burial or burning.

Figure: 2.4: Government Owned Fixed Asset Management System



Source: Ethiopia Federal Government Property Administration (2008)

2.11.3. Receiving and Inspection, Issue of the Stock and Stock Records

Regarding to Oromia National Regional State Property Administration Directive No 01/2011/12 stocks and fixed assets may be received in store houses from outside suppliers, donors and from user departments within the organization. Stocks must be properly looked after when they arrive. The problem of quantity shortage, damaged materials, incorrect items shipped, is detected during receiving.

Service given by store house to users department becomes effective at the point where the store keeper issue stocks. Issue can be divided into issue to user departments/units and

issue to outside branch stores and consumers. Stock represents money, in order to avoid misappropriation or waste procedure should be laid. From scheduling point of view, issues are made: On imprested basis, replacement, for non stock items like fixed assets.

The two most widely used stock documents are bin cards and stock record cards. The purpose of maintaining a Stock Bin Card on the shelf/rack is to show at a glance the quantity available. Bin cards are maintained by the storekeepers with the physical stock itself by attaching bin cards or racks, using a separate card for each item of stock.

As opposed to bin card, stock record cards are kept together in one place under the custody of the stock clerk. The purpose of maintaining Stock Records Cards is to have record of the cost price and value of stock received, issued and remaining balance in the storage. One card should be prepared for each item in the stock. The stock card should be arranged and maintained based on the stock classification and coding

Stock identification is used to identify stocks through classifying the stock with specific size and color and assigning a code for each specific stock item. Classification and coding require a bit advanced skill, particularly when it is initially developed and utilized. Therefore, it is suggested that developing a system for effective classification and coding can be handled by an ad-hoc committee from various units of the public body. The members of the committee may be selected based on their knowledge about the stock utilized by the public body. Once the classification system is developed, the store keeper is expected to use this system.

The acquisition of fixed assets in store is part of stock and should be managed by the stock management system. In addition to receiving of all types of property, the stock management performs other activities. The proper storage, issuance, recording , accounting and reporting, stock taking and stock control are part of the stock management activities which supplement the management of fixed assets.

As stated in the PPAP article 5, one of the principles of the public procurement and property administration is careful handling and proper use of public property. For implementing this principle, a system for stock taking and stock control is mandatory. Stock control is the activity of determining the range and quantities of materials which should be stocked. It involves techniques of maintaining stock items at levels which give satisfactory service level while minimizing stockholding costs. The major objective of

any stock control system is to ensure that materials are on hand when they are needed. Specifically the objectives are: To determine when to replenish, by what quantities to replenish and to fix minimum and maximum levels for each stock item and to identify damaged/obsolete stock items.

Article 65 sub articles 4 of the PPAP states that supplies not acquired for immediate consumption shall form part of supply inventories and the custodial responsibility be assigned for such inventories. This part gives guidance on principles that shall be followed when arranging stocks in the store. Public bodies may have one central store or decentralized storehouses, this depends on the geographic proximity to users departments. It is also advantageous to have stockyards for keeping bulky items that are not easily damaged by the weather and easily misappropriated.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Introduction

This chapter presents a discussion of the specific methods used in conducting the research. The strategies that the researcher used and the appropriate steps considered through the research processes is discussed below.

3.2. Research Design

According to C.R.Kothari (1990), descriptive research includes surveys and fact-finding enquiries of different kinds and the major purpose of descriptive research is description of the state of affairs, as it exists at present. Therefore, descriptive survey study approach was employed in this study; because this type of research helps to describe and analyze the existing practices and challenges of public property management in the study area. It is appropriate method to answer questions concerning the status of the subjects under the study.

Thus, in this study, the descriptive survey approach was used to describe records, analyses and interpret the nature of the problem under investigation based on the opinions of the respondents. Using this approach, the researcher assessed the degree of practice and challenges of enforcement of law through public property management, accountability in public property management structure and planning and implementation of public property management to achieve organization objectives.

According to Lancaster (2005), both qualitative and quantitative research methods can be used together and using the combination of both qualitative and quantitative research methods is sometimes essential. Different research methodologies may be used for different facets of the project, but using the triangulation i.e. two or more methods is in order to verify the quality of the information being collected, and in particular its validity and reliability. Likewise, Bryman and Bell (2003), also suggested that the combination of both methods emerge as the most valid and reliable way to develop understand complex social reality. Therefore, to better understanding of the contextual variables and their process in the study, the researcher employed quantitative and qualitative data collection methods to gather the intended data and information from the sample population.

Combination of two research methods gives better interpretation as the other addressed the information missed by one.

In order to gather the required data for the study, researcher used questionnaire and interview techniques as the main data collection instruments. Moreover, observations, analysis of policy documents, reports, planning documents were also used.

3.3. Types and Source of Data

Data was collected from different sources that have direct and/or indirect linkage with public property management system. Both primary and secondary sources were used to investigate the issue. As primary source Oromia National Regional State Supreme Court line and staff members were included through the questionnaire. Findings from interviews and observations of court facilities and accessibilities were also considered as source of data. In addition to primary data, related policy documents, planning documents, proclamations, directives, official reports, audit report and studies made by other researchers were also utilized as sources of secondary data.

3.4. Population and Sample Size

3.4.1. Sampling Units

The sampling unit of this study is Oromia National Regional State Supreme Court found at Finfinne that is the institution and the internal line and staff and stakeholders of the institution are units of the analysis. The practices and challenges of public property management was assessed and analyzed from the perspective of the Oromia Supreme Court point of view taking the sampling unit of the institution internal line and staff members.

3.4.2. Target Population

Since the purpose of this study is to assess practices and challenges of public property management, the target population of this study included Oromia Supreme Court line and supportive staff members. Property disposal committee members and annual inventory committee members are indirectly involved in property management system and familiar with the practices and challenges of the subject under the study and considered as key informants. Along these lines, the total target population taken was 289 and from the population a valid sample size was selected.

3.4.3. Sample Size

The appropriate number of subjects to be included in the study depends upon the type of the research involved. Judgmental sampling is a non-probability sampling where the researcher uses his own judgment to select from the population whom he feels will give him the desired or accurate information. Judgmental sampling involves the choice of subjects who are well equipped with information that would be relevant to the researchers focus. The organizers of the inquiry purposively choose the particular units of the universe for constituting a sample on the basis that the small mass that they select out of a huge one will be typical or representative of the whole (Kothari, 2004).

Therefore, the sample size was determined as follows. The main reason for the selection of purposive or judgmental sampling method was because the total population of the court is small and more than half of the population is far from the knowhow of the research title and the nature of the court human resources structured heterogeneously in terms of educational back ground, work experience to accomplish mission. The proper target population comes for the line staff with some leadership experience and those process owners at district trial court and zonal high court, those with property administration experience and other supportive staff who have had involvement in property administration activities. The researcher selected 107 respondents from OSC, including those with knowledge and experience in property management from among the 289 total population and 3 respondents from OPPDA & PPPA.

3.5. Sample Design and Sampling Techniques

The study is generalized to Oromia Supreme Court. It was selected separately from district and zonal courts due to utilizing high budget allocation of procurement of materials. The regional Supreme Court average annual procurement of materials were 9,049,246.00(nine million forty nine thousand two hundred forty six). For this descriptive research, judgmental sampling technique was applied to select representative samples from the target population. Respondents from line and supportive staff of OSC were selected based on the varieties of their experience, duties and responsibility toward the study subject.

From judgmental selected respondents the first 105 respondents participated through the questionnaires while the remaining 5 respondents were participated in the interviews. The five interviewed participants were: 1(one) property administration and general service coordinator from OSC, 1(one) Property disposal committee head from OSC, 1(one) Oromia PPDA vice director and 1(one) property disposal process owner respectively and 1(one) Federal PPPA property administration director who has general knowledge on the topic.

3.6. Techniques and Tools of Data Collection

The researcher utilized triangulation in data gathering process for this descriptive survey. According to John, et al, (2007), a need for triangulation is in order to search both for accuracy of the data and alternate explanations. The idea is to collect data by different means and the hope is that there is convergence on the truth. Therefore, questionnaires, observation, interview and assessment of different documents were used as tools during data collection.

3.6.1. Interview

Interview questions were developed in an open-ended format to gather in depth information and to explore data from key informants who have general knowledge and familiar with practices and challenges of public property management. The researcher administered the interview items by arranging suitable time and place with the interviewees. Each interview lasted more than one and half hours and the researcher took notes to record the responses.

3.6.2. Questionnaire

Questionnaire (closed and open-ended) was developed and utilized in gathering data from respondents. Open-ended questions were used to enable respondents to give their ideas and information freely without feeling embarrassed by any one while closed ended questions were used to enable respondents to choose from the ranges of possible choices provided in the questionnaire. Prior to dispatching the final questionnaire to respondents of the study, it was pre-tested in Oromia Regional State Supreme Court. Random selection was used for the pre-testing questionnaire was to ensure reliability of the instrument.

Moreover, as the working language of the Supreme Court is Afan Oromo and to more clarify questions for the respondents, questions which were prepared in English were translated in to Afan Oromo. The questionnaires were distributed and collected by the researcher. The Supreme Court supported the researcher by; facilitating the distribution and collection of the questionnaires.

3.6.3. Observation

The researcher gathered some information from observations during the data collection period and took field notes on, information technology (IT) equipment utilization such as lap-tops, desk tops, photo copiers, printers , court sound recorders , fixed asset coding, holding of general property in warehouse and office, such as; tables, chairs, shelves holding of surplus, scrap and obsolete property such as cars, changed spare parts, furniture, metals, tires, in and out of warehouse and suitability of store. Each store, working class room and compound observation lasted more than half an hour and the researcher observing during working hours to see the reality by using store keeper and each department representatives, additionally the researcher used photo camera and notebook to record his observations.

3.6.4. Other Secondary Documents

As supplementary to questionnaires, interviews and observations different documents were reviewed for the study. The documents reviewed were audit report, annual inventory reports, business process re-engineering (BPR) study documents, Supreme Court annual reports, regulations, planning and budget documents, property administration manual and directive, different annual and monthly magazines. The researcher got these documents from Oromia Regional State Supreme Court, Oromia Procurement and Property Disposal Agency, Oromia Finance and Economic Cooperation Bureau and Federal Procurement and Property Administration Agency. The documents were analyzed in order to complement and strengthen the responses obtained through questionnaires and interviews.

3.7. Data Analysis and Interpretation

The analysis and interpretation of the collected data was carried out according to their type and nature by relating to basic questions of the study. First, the collected raw data

through questionnaire, interview, personal observation and documents were organized in to a form that can give meaning, and then structured and analyzed using simple mathematical applications of descriptive statistics, figures, inferential statistics and discussions like percentage, frequency and figures employing Microsoft excel, and intensively described in the statements. Moreover, the qualitative data was analyzed and interpreted by relating and triangulating with quantitative data findings. This was employed to ascertain content validity of the data.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRITATION

4.1.Introduction

This part of the thesis deals with the presentation, analysis and interpretation of data. Accordingly, data was gathered from judgmental respondents selected line staff and supportive staff Supreme Court member) through questionnaires, interviews and observations. In addition, different documents were reviewed and analyzed by the researcher. In this descriptive type of research different findings emerged regarding practice and challenges of property management.

4.2.Characteristics of Respondents and Response Rate

Description of the characteristics of the target population gives some basic information about the sample population involved in the study. Table 1 contains the general characteristics of respondents.

Table 1: Characteristics of the Respondents and Response Rate

N0	Characteristics	Distributed Questionnaire	Response	
			N0	%
1	Gender			
	Male	62	60	96.77
	Female	43	42	97.67
	Total	105	102	97.14
2	Age			
	18-25	14	14	100.00
	26-35	55	53	96.36
	36-45	24	23	95.83
	46 and above	12	12	100.00
	Total	105	102	97.14
3	Educational level			
	10-12		--	--
	Certificate	4	4	100.00
	Diploma	33	32	96.97
	Degree	62	60	96.77
	Masters	6	6	100.00
	Total	105	102	97.14
4	Work Experience			
	5 and below	40	39	97.50
	6-10	29	28	96.55
	11-15	7	7	100.00
	16-20	10	10	100.00
	21 and above	19	18	94.74
	Total	105	102	97.14

Source: Field survey 2017

Table 1 show that questionnaires distributed for 62 male and 43 female OSC staff, thus 60(96.77%) male 42 (97.67%) female respondent replied this show questionnaires data collected from the majority of selected sample size successfully. Regarding to age 18-25(100%), 26-35(96.36%) ,36-45(95.83) above 46 age (100%) and total 97.14% answered to the questionnaires. In terms of educational background certificate (100%), diploma (96.97%), degree (96.77%) masters (100%) answered from selected sample. According to work experience 5 and below year (97.50%), 6-10, (96.55%), 11-15, (100%) 16-20 (100%) 21 and above (94.74%) respondent replied. Regarding to the interview from five selected respondent 100% answered asked questions.

Table 2: Characteristics of Respondents

N0	Characteristics of Respondent	Number of Respondents	%
1	Gender		
	Male	60	58.82
	Female	42	41.18
	Total	102	100.00
2	Age		
	18-25	14	13.73
	26-35	53	51.96
	36-45	23	22.55
	46 and above	12	11.76
	Total	102	100.00
3	Educational level		
	10-12		--
	Certificate	4	3.92
	Diploma	32	31.37
	Degree	60	58.82
	Masters	6	5.88
	Total	102	100.00
4	Work Experience		
	5 and below	39	38.24
	6-10	28	27.45
	11-15	7	6.86
	16-20	10	9.80
	21 and above	18	17.65
	Total	102	100.00

Source: Field survey 2017

4.2.1. Characteristics of the Respondents

Table 2 shows the summary of personal detail of respondents in terms of their gender and age. Accordingly, there were 60 (58.8%) male and 42 (41.2%) female respondents out of the total 102 respondents. This shows the gender participation is less disproportion. On the other hands the participation and employment rate of female in Oromia Regional State Supreme Court in supportive staff structure especially in property administration and general service area are proportional.

As shown in the same Table the majority of the respondents, 53 (52%) were the age of 26-35. Next, 23(22.5%) respondents were the age of more than 36-45 14 (13.7%) of respondents were between the age of 18-25, 12(11.8%) were 46 and above age respondents. Therefore, based on the data at hand, it can be said that the more percentage of respondents were at the productive age. This is an advantage for the Supreme Court to improve its performance, as the more percentage of work force is at productive age. On the other hand, the majority of the Supreme Court employees were similarly at the productive age and this implies that the regional Supreme Court should demand to provide economic, modern and speedy property administration to improve the existing poor management of internal and external customer i.e. more time for development activities.

Regarding to work experience majority of the respondents from the supreme court staff 39 (38.2%) were familiar with the court service for five and less than five years. 28 (27.5%) of respondents were familiar with the supreme court service for 6-10 years, 6 (6.9%) for 11-15 years and 10 (9.8%) for more than 16-20 years, 18 (17.6%) were 21 and above years. From this, we can understand that most of respondents whose work is in the position that related to court service have a work experience of more than five years, whereas almost half of the respondents from Supreme Court staff were familiar with the court service for more than five years.

Concerning to educational level the majority of Supreme Court staff 60 (58.8%) have earned their first degree, 32(31.4) graduated with diploma or TVET College 6(5.9 %) masters, 4 (3.9%) certificates and high school graduates (10/12) did not respond for this inquiry. Hence, from this data it is possible to say that the survey findings obtained have come from experienced and mature people.

Table3: Enforcement of Law in Property Management and Accountability Mechanisms.

N0	Item	Respondent	Rating scale					Total
			Strongly agree	Agree	undecided	Dis-Agree	Strongly Dis-agree	
1	Accountability would be applied in the case of lose and damage on property happened by the negligence of individual.	N0	11	15	44	22	10	102
		%	10.8	14.7	43.1	21.6	9.8	100
2	Property Disposal committee is assigned and performs according to rules and regulations.	N0	7	17	49	17	12	102
		%	6.9	16.7	48	16.7	11.8	100
3	Property management and disposal process is performed according to rules, regulations and directives.	N0	11	29	47	12	3	102
		%	10.8	28.4	46.1	11.8	2.9	100

Source: Field Survey 2017.

As it can be seen in Table 2 regarding to the application of accountability in case of lose and damage on property happened by the negligence of individuals 26(25.5%) respondent replied strongly agree and agree. 44 (43.1%) respondent answered undecided and 32 (31.4%) respondent answered disagree and strongly disagree. According to the above data the majority of respondent answered in between. The second high data scores are still there is a problem of accountability and enforcement of law on damaged and lose of public property. On the other hand, according to interviewee 01 from OSC even if there are regulations and manuals, there is less or no enforcement of laws to make the negligent individuals accountable. Interviewee 03 from the Federal Government Property Administration Agency illustrated as; there is change after nine years legal frame work such as proclamation of public procurement and property administration of 2009/10 and implementation directive and working manuals independently declared from finance administration in the federal and regional government level to bring strong public property administration but still weakness seen on enforcing law for negligently damaged public property individually and as organization. The interviewee suggested in addition it also needs farther improving the existing public procurement and property administration proclamation and directive to increase the accountability of the head of each government office to maintain its compatibility with economic growth and globalization. The observation result proved from damaged and stored property in and outside of store

including property on employee's hand the reality of less action according to rule and regulation for negligently damaged.

Another item in the same table regarding the disposal committee performed between the law 24(23.6%) of respondent replied strongly agree and agree. About 49(48%) of respondent answered undecided and 29(28.5%) of respondent replied disagree and strongly disagree.

According to above data the majority of respondents are in the middle. This shows the activity of disposal committee was composition of rule based and out of rules. On the other hand the second high percentage scored not rule based. According to interviewee 04 from Oromia Procurement and Property Disposal Agency disposal process owner the Federal and Regional Government Procurement and Property Administration Proclamation and implementation directive they are six methods of disposing public property: By transferring to another public organization, by competitive public open bid, as spare part to others, by discarding, by donating to another organization and so on, but the practice seen most of the regional, zonal and district level office applied only open bid but most of electronics, machine part, toner cartage, books which disposed by transfer, discard, unpin and burned property occupied store to be obstacle to active property and easily exposed to damage. The interviewee 02 from OSC disposal committee chairman said there is a problem of assigning disposal committee according to property administration directive and the problem of price estimation, coding and reporting to disposal committee. Generally, the interviewee concluded there is a weakness disposing property according to directive. On the other hand, interviewee 05 from OPPDA describe the property administration directive authorized each government organization to dispose property its price one thousand and less than one thousand and the total price less than one hundred thousand but the practices are most of the organization instead of disposing internally according to directive they transfer to agency. The interviewee suggested applying disposing according to rule and regulation of disposal committee is having a gap.

In the same above table regarding to enforcement of law on the process of property management and disposal 40(39.2%) replied as strongly agree and agree. About 47(46.1%) replied as undecided and 15(14.7%) respondent answered disagree and

strongly disagree. In supporting this data, interview with interviewee 03 response shows the enforcement of law and understanding of existing property administration and disposal rules, regulations and directives were improved from the previous time after Business Process Re-engineering (BPR) reform under take but still there is the problem of accountability and follow up according to the rules and regulations for damaged property and timely not disposed. The interviewee 01 from OSC describe the strength and weakness of property administration as; there were clear proclamation, directive and implementing manual how to receiving, coding, inventory control, dispose and responsibility of public bodies and subordinate as strength but on the other hands still it needs to fully perform according to law.

Table 4:-The Process, Facilities, Handling and Follow up of OSC Property Management and Disposal

N0	<i>Item</i>	Respon dent	Rating scale					Total
			Stron gly agree	Agree	undec ided	Dis- Agree	Strong ly Dis- agree	
1	The handling of fixed and non fixed asset in the warehouse and office is suitable to meet its objectives.	N0	5	14	39	28	16	102
		%	4.9	13.7	38.2	27.5	15.7	100
2	There would be enough follow up and control on utilization of property.	N0	10	13	46	22	11	102
		%	9.8	12.7	45.1	21.6	10.8	100
3	There is focus and support of top management for property administration activity.	N0	7	22	46	24	3	102
		%	6.9	21.6	45.1	23.5	2.9	100
4	In buying disposed property there would be an opportunity for internal employee participation.	N0	2	12	22	42	24	102
		%	2	11.8	21.6	41.2	23.5	100
5	The Property disposal process in OSC is focus on all surplus and scarp, obsolete property.	N0	17	14	29	30	12	102
		%	16.7	13.7	28.4	29.4	11.8	100

Source: Field Survey 2017.

Item 1 in the above table is answered strongly agree and agree by 19 (18.6%) respondent, 39 (38.2%) replied undecided and more numbers and percent 44 (43.2%) respondent disagree and strongly disagree on the suitability of handling of fixed and non fixed asset in the warehouse and office to meet its objective. The observation result shows, there were no standard store and working class scarcity due to these problems in one very small class all purchased fixed asset and none fixed asset property stored at one place.

The working class is also not suitable to move personal property and the employee itself for internal communication. The observation result additionally shows property outside store in OSC also faced to sunlight and rain due to lack of appropriate shed. The interviewee 01 from OSC supports the above data as the problems of standard fixed and non fixed asset storage in organization that result for poor handling of public property. The interviewee recommends if there is suitable and standard property storage in public organization it smooth the progress of cost, time and property identification effectiveness. According to Oromia National Regional State BOFECO 2017 procurement and property audit report investigation finding on 133 regional, zonal and district office prove the problem of store in each organization office. Most of organization used working office as property storage and when they construct office building most of the organization didn't incorporate in design property storage according to scientific standard need.

According to Ethiopia federal procurement and property administration agency 2015/16 audit report investigation finding on 59 federal government office including Sample University prove inefficient performance of Preparing fixed asset recording card and its implementation in 34 office, inefficient performance of preparing fixed asset personnel ledger in 26 office, inefficient performance of applying property identification number in 25 office. The respondent data and audit data prove that directing of government property administration according to rule and regulation were poorly applied and in some organization still not started and it needs strong awareness.

Regarding to above table 4 concerning to enough follow up and control on utilization of property 2 3(22.5%) respondent replied strongly agree and agree. About 46(45.1%) of respondent replied undecided and the remains 33(32.4%) respondent answered disagree and strongly disagree. The data show the majority respondent answered undecided and secondly high score disagree. On the other hand the interview result support as below illustrated the second high score as not as much of follow up and control in utilization of public property from top management up to experts.

According to interviewee 01 from OSC follow up and control over public property from top to down were weak the evidence for suggestions are no feedback and response for yearly property inventory report , no body accountable for negligibly brooked door, window, office chair, table and damaged lap-to, desk top, printer and photo copier.

Nobody follow up scrap, obsolete and surplus property which outside store exposed to sun light and rain.

As shown on the above table 29(28.5%) of respondent answered strongly agree and agree on the focus and support of top management on property administration activity. The other 46(45.1%) respondent replied undecided and 27(26.4%) respondent replied disagree and strongly disagree. According to 01 interviewee from OSC focuses and support from to management weak due to organizing the structure without team coordinator, lack of allocating employee on vacant place, lack of surprise visiting the store and facilitating working environment. The interviewee o5 from Oromia Procurement and Property Administration Agency respondent describe the same suggestion that focuses and support of top management on property administration start from understanding of property administration rule and regulation, structure, property storage system, positioning human resource according to profession and experience and evaluate the effectiveness of the existing performance through the year as best administration but the practice seen in regional public government organization were the problems of pursue and controlling start from neglect to understand property administration rule and regulation, not design suitable structure in property administration department that separated by team based on workload ,profession and experience, problem of placing employee who have discipline problem and not related educational background and experience.

Regarding to the participation of internal employee in buying of the disposed property 14(13.8%) of respondent answered strongly agree and agree, 22(21.6%) of respondent replied undecided and the majority of respondent 66(64.7%) replied disagree and strongly disagree. According to interviewee 04 from OPPDA disposing by using all recognized on directive methods of disposal support the organization from loose of property. But according to our regional property administration directive selling to employee were not included in six methods of disposal. So to sale for employee internally it needs amendment form proclamation to directive. Many firms make it a practice to sell both the products they manufacture and their surpluses to their employees. If the surpluses are the result of overstocking or obsolescence and the materials are in new or good condition or if they are odds and ends of scarp desired by ‘do it yourself’ employees this can be a

satisfactory method of disposal. The analyses of property disposal committee minute in 2008 and 2009 years confirm the same result to the majority respondent that there was no participation of internal employees in buying disposed property.

Another item in the same above table 31(30.4%) of respondent strongly agree and agree concerning of the Property disposal process in OSC is focus on all surplus, scarp and obsolete property. About 29(28.4%) of respondent answered undecided and more numbers and percent of respondent 42(41.2%) replied disagree and strongly disagree. The majority of respondent confirmed as disposal applied on limited surplus, scarp and obsolete property. The interview result of 02 from oromia Supreme Court illustrated the property disposed process focused on limited fixed asset rather than none fixed asset because of the problem of identifying, coding and clearly reporting from property administration to disposal committee and lack of experience and knowledge for price estimation were other problem. Regarding to interviewee 04 from OPPDA the existing disposing experiences and practical seen in Oromia including Oromia Supreme Court mostly disposing cars, tiers, scrap metal and limited machinery. These show the limitless of disposed property in all regional organization because many damaged and technological outdated computers, printers, photo copier, tonners and tonner, chemicals, office furniture, books and scarp supplies still not started fully. To confirm by secondary data the practice seen from regional procurement and property disposal agency quarterly and annual disposal report were demonstrate disposal of limited fixed asset such as cars, machinery, scrap metals, tiers accordingly the supreme court of Oromia disposed small amount of scrap wooden, furniture's and printed papers in 2017 budget years.

Table 5: Staff Awareness and Understanding on Property Administration and Disposal Process, Rules, Regulations and Directives.

N0	Item		Rating scale					Total
			Strongl y agree	Agree	undec ided	Dis- Agree	Strongly Dis- agree	
1	As a member of Supreme Court staff, I have understanding of property rule, regulation and directive.	N0	4	17	50	26	5	102
		%	3.9	16.7	49	25.5	4.9	100
2	There is established System to increase supreme court staff understanding of rules, regulations and directives of property management and disposal.	N0	4	15	21	39	23	102
		%	3.9	14.7	20.6	38.2	22.5	100

Source: Field Survey 2017.

Regarding to above table item 1 concerning to understanding of court staff rules, regulations and directives of property management and disposal 21(20.6%) respondent revealed as strongly agree and agree. On the other hand 50(49%) of respondent replied as undecided and 31(30.4%) answered disagree and strongly disagree. According to data illustrated on item 1 the majority of respondent answer unsure. But the data illustrated below in item two supports the respondents answered disagree and strongly disagree because if there is no established system to increase understanding of property administration rule and regulation no body awarded about the rules.

As it can be seen from table 5 above concerning to established system to increase supreme court staff understanding of rules, regulations and directives of property management and disposal 19(18.6%) of respondent answered strongly agree and agree, about 21(20.6%) of respondent replied undecided and the majority of respondent 62(60.7%) replied disagree and strongly disagree. The above data confirmed no established system to increase Supreme Court staff understanding of rules, regulations and directives of property management and disposal. According to the interviewee 01 from OSC evidence for the problem arising and wrong attitude for property handling and care comes from poor understanding of property administration rule, regulation and directives. The interviewee discussion illustrate the problem of uploading the soft copy of proclamation, directive and manual on sector website and hard copy accessibility in library and , the problem of establishing short term and long term training on the document and the problem of establishing transparent property handling system by using technology is one part. In general the data shows the weakness of established system on awareness of property rule and regulation in OSC.

Regarding to interviewee o5 from Oromia Procurement and Property Disposal Agency lack of enough training and awareness creation, lack of facilitate the accessibility of proclamation, directive and implementation manual of property administration in each organization were the problem seen. The interviewee suggests being modern, transparent and accessible of property administration establishing integrated software is the most important tools.

Table 6:- Accountability in Property Administration Staff Structure.

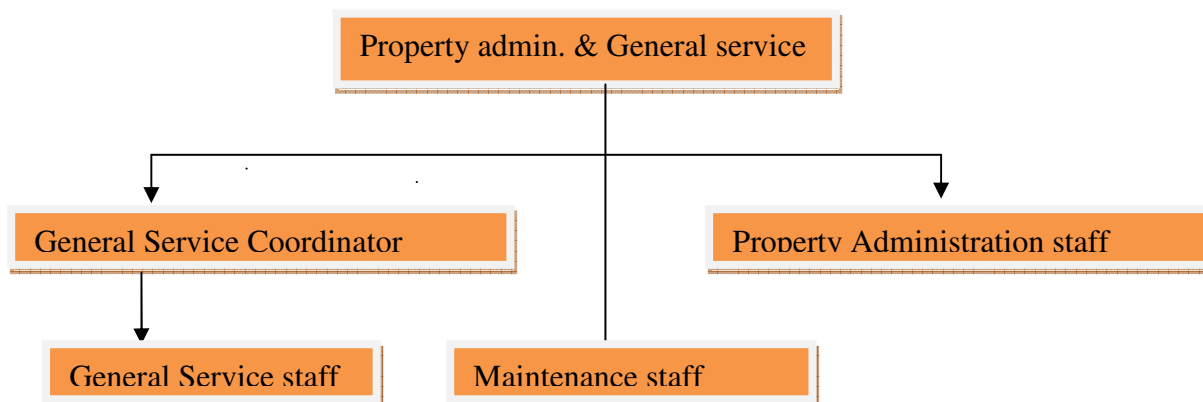
No	Item	Respondent	Rating scale					Total
			Strongly agree	Agree	undecided	Dis-Agree	Strongly Dis-agree	
1	The existing property administration structure would be realizes the accountability system	No	18	31	44	7	2	102
		%	17.6	30.4	43.1	6.9	2	100
2	Without team coordinator flat structure of property administration department would be relevant for property administration activity.	No	6	19	15	43	19	102
		%	5.9	18.6	14.7	42.1	18.9	100

Source: Field Survey 2017.

Regarding item 1 of table 6: 49 (48%) respondent agree on the existing property administration structure would be realizes the accountability system. The others 44(43.1%) respondent answered undecided and 9(8.9%) respondent answered dis-agree. The above data show majority of respondent answered as the existing structure was appropriate to take in accountability. According to the interviewee 01 from OSC since 2006/7 the procurement and property administration activity and its legal frame work including in finance activities under one proclamation and the number of man power in the structure was not greater than 1that perform both procurement and property administration that allocated by transfer due to discipline case or from lower position. Property administration structure obtains attention due to globalization influence, the increasing of regional government budget and purchasing capacity. The regional government adopts BPR reform and proclaimed proclamation of procurement and property administration NO 157/2010 independently from finance administration that's why changes was came around property admin.

The Oromia National Regional State Supreme Court looks up after BPR the organizational structure more than two times to establish strong accountability and responsibility system therefore the existing structure separate property administration and general service as independent directorate from procurement and finance directorate. The interviewee generalize the existing structure realize accountability than pervious structure.

Figure 4.3 OSC. Property and general service Process structure



Source: OSC Structure 2015

According to the interviewee 03 from Federal Procurement and Property Administration Agency starting from new public procurement and property administration proclamation 649/2009 and reforms of BPR big changes with sparetly structured property administration done to strength responsibility and accountability in all government organization from the previous one.

Regarding to item 2 table 6: 25(24.5%) the less numbers respondent agreed on no need of team coordinator in property administration structure and the same less number of respondent 15(14.7%) answered undecided. The majority of respondent 62(61%) answered the importance of team coordinator in the property administration structure.

The interview result and the secondary data confirmed the majorities respondents react. The discussion with interviewee 01 from Oromia Supreme Court illustrate the need of positioning property administration team leader to strength internal coordination, effective property planning, accountability and responsibility system in the course of filling the position with the right experienced, professionals and disciplined candidate from the inside and outside of the court rather than fill the position with irrelevant educational background and experience. The interviewed respondent recommends the importance of team coordinator in OSC property administration structure.

The finding in this regard shows that the existing structure of property administration staff require professional team coordinator in the area of property administration to ensure efficient asset management plan ,vertical and horizontal communication, accountability and control system within the organization.

Table 7: The Role of the Right Position, Internal and External Alignment in Property Administration Staff

No	Item	Resp.	Rating scale					Total
			Strongly agree	Agree	undecided	Dis-Agree	Strongly Dis-agree	
1	Property loading unloading and move job position would be necessary in property administration Structure.	N ₀	36	28	22	12	4	102
		%	35.3	27.5	21.6	11.8	3.9	100
2	Property disposal professional job position would be necessary in property administration structure.	N ₀	56	29	6	4	7	102
		%	54.9	28.4	5.9	3.9	6.9	100
3	Property administration department would have a good communication and alignment with staff and others departments.	N ₀	17	20	44	15	6	102
		%	16.7	19.6	43.1	14.7	5.9	100
4	The separation of property administration, and procurement department would be suitable for better performance.	N ₀	28	22	15	26	11	102
		%	27.5	21.6	14.7	25.5	10.8	100

Source: Field Survey 2017.

Regarding item 1 table 7: 64(62.8%) the majority of respondent agreed on the necessity of loading unloading job position in the property administration department. The others 22(21.6%) respondent answered undecided and 16(15.7%) respondent answered as no need of loading unloading position in property administration structure.

The above data prove require of job position to move property from store to user departments in the office. The interviewee 01 from Oromia Supreme Court describe as; the means of moving property from place to place or for internal users depends on the organization acquiring, when organization acquire huge and container types property it needs forklift machine and saved handling system to protect property from damage however, instead of forklift man power needed to move small in size packed and unpacked computers, photo copiers, printers, tonners, papers, folders, office tables, office chairs, shelf's, and other new and used property from store to user office at property

acquiring time the interviewee generalize the discussion no need of machine to move property in OSC may be needs man power who engaged on loading and unloading work or daily laborer for this types of property.

According to interviewee 02 from OSC the problem of work force to move property in the organization reason to easily break and damage by somebody which have poor experience to handle properly. Sometimes the store man obliged to move from store to user department by cooperation of staff member when asked. The interviewee suggests by supporting the above data system must be established to move new and used property from one department to other internally and it needs man power at delivery time or permanent in the department of property administration.

Regarding item 2 of table 7: 85(83.3%) the majority of respondent agreed on the necessity property disposal professional job position in the property administration structure. The other respondent 4(3.8%) respondent revealed as undecided and 11(10.8%) respondent revealed on no need of property disposal professional position in property administration structure.

The interviewee 02 from Oromia Supreme Court said as seen in property disposal process the problem effective property management were the handling of property data from the receiving property up to disposal report it needs professional knowledge and experience as accounting, management, lawyer, and economics but the practice seen assign employee from lower position and lower educational background at the area. The interviewee supports the data above with importance of professionals in property administration staff.

According to the interview result from o4 OPPDA said there is full conformation at all level property management and disposal to be handled by professionals but property disposals are not full time work it is the end cycle of property administration activities that made ones and two times a year in government organization when scarp, surpluses and obsolesce property identified and reported Whereas the problem is positioning of the right person and capacities building of employee follow up from top management, data registration from the beginning of property acquiring and understanding of the work itself. The interviewee concluded as the activities need professionals which can cover all process of property administration from receiving to disposing.

Regarding to item 3 table 8: 37(36.3%) of respondent agreed on Property administration department would have a good communication and alignment with staff and others departments. The others majority of the respondent 44(43.1%) answered undecided, the others less respondent 21(20.6%) answered disagree that implied there is not good communication and alignment with staff and others departments.

According to the data above the majority of respondent answered undecided this means there is communication but not satisfactory and it needs farther research.

Regarding to item 4 table 7: 50(49.1%) respondent agree on the separation of property administration, and procurement department that suitable for better performance. The others less respondent 15(14.7%) answered undecided and the others 37(36.3%) respondents answered dis-agree that means the separation of the two departments are not suitable for better performance.

According to above data the majority of respondent confirmed on the separation of property administration department from procurement department. Regarding to interviewee 01 from OSC illustrated as the earlier organization structure of Oromia Supreme Court including together finance, procurement, general service and property administration as flat this structure have its own problem while the organization budget and acquiring of fixed asset yearly increase it is difficult to follow and control according to rules and regulation all this different activities for one process owner not easy in case of the above problems to give quality, accessible and fast service delivery therefore the separation of procurement and property administration bring suitable work environment. The secondary data of existing court structure also prove the separation of the two departments.

According to the interviewee 03 from public procurement and property administration agency the grouping of related work force as effective way in organizational structure result to suitability of working environment. The overall objectives of an organization tend to be achieved most efficiently when the organization is structured by grouping similar activities together. The interviewee illustrate a firms organization structure is designed to full fill a number of different needs, it must facilitate efficient operation of each work group and it should satisfy to a reasonable extent the human needs of each group's operating personnel. At the same time a good structure must satisfy

managements need for control. The findings prove the separation of procurement department from property administration department as significant and good organization instead of combine together.

Table 8: Public Property Administration Planning and Implementation Process.

N 0	Item	Respond ent	Rating scale					Total
			Strongl y agree	Agree	unde cided	Dis- Agr ee	Strong ly Dis- agree	
1	Procurement and distribution of fixed and non fixed assets performed based on the demand and needs from respective departments.	N0	15	20	26	31	10	102
		%	14.7	19.6	25.5	30.4	9.8	100
2	The need for Property is raised from individuals and departments based on prepared work plan.	N0	10	18	30	29	15	102
		%	9.8	17.6	29.4	28.4	14.7	100
3	Procurement of property supported through plan of property administration.	N0	12	18	36	30	6	102
		%	11.8	17.6	35.3	29.4	5.9	100
4	Property disposal process should be planed as formal activity rather than committee work.	N0	39	20	20	14	9	102
		%	38.2	19.6	19.6	13.7	8.8	100

Source: Field Survey 2017.

Regarding to item 1 the above table 35(34.3%) respondent replied strongly agree and agree, about 26(25.5%) of respondent answered undecided. More respondent 41(40.2%) replied disagree and strongly disagree the distribution of fixed asset and non fixed asset as not based on the demand and needs from departments.

According to the interviewee 01 from OSC the problems of procurement planning from need collection to plan approval in Oromia Supreme Court under taking for several years if an organization procurement planning didn't prepared based on needs from department and individuals activities it is difficult to distribute according to needs. On the other hand the shortage of budget to acquire property according to approved plan also the other problem to balance need and supplies. Sometimes the individual employee or the department itself has the troubles of identifying fixed asset and non fixed asset needed to his daily or annual activities therefore misunderstanding of identifying needs cases for abnormal procurement planning and procurement including abnormal distribution. To generalized the discussion the interviewee forward unbalancing of distribution of property seen in Oromia Supreme Court. The federal government public procurement

and property administration 2015/16 audit report identify from 59 audited federal government office including sample universities 45 government offices contain annual property plan the rest 15 government offices not contain prepared annual property plan.

The Oromia Regional State Bureau of Finance and Economic Cooperation Procurement and Public Property Administration 2016/17 audit report shows from 10 audited regional sector government offices 5 regional sectors not prepared annual procurement plan that means 50% of audited regional sector this result to abnormal planning and distribution of public property from individuals and department in the organization.

As it can be seen from the above table 28(27.4%) respondent answered strongly agree and agree as the source of property need from the individual and departments raise from the on hand work plan. On the other hand 30(29.4%) respondent answered undecided and more respondent 44(43.1%) replied disagree and strongly disagree that the source of property need cannot be from prepared work plan of individuals and departments.

According to the above data the majority of respondent answered strongly disagree and disagree the result show property requiring from individual and department offered to concerned department focused on personal need and conditional event rather than activities planned requested. The interviewee 01 from Oromia Supreme Court said the preparation of need from individual and each department of Oromia Supreme Court was poor most of the time the request of properties were not supported by planned activities rather it was asked based on events happened through activities and personnel filling. Hence property needs raise most of the time from property administration team based on past experience of redundant purchase. The interviewee 04 and 05 from OPPDA said the bottle neck problem of many public organization were preparation of procurement planning by collecting needs from their internal department rather procurement planning prepared without tangible source document or needs only through last experience and estimation in procurement and property administration department even if in procurement of common used item.

Another item in the same above table 30(29.4%) replied strongly agree and agree on procurement of property supported by need and plan of property administration. About 36(35.3%) of respondent replied undecided and the other 36(35.3%) answered disagree

and strongly disagree that procurement of property couldn't do with plan of property administration.

The data above show equal answer of in between and disagree. On the other hand the interviewee 01 and 02 of the OSC said procurement of fixed asset and supplies in Oromia Supreme Court done through individual and department request of daily activities rather than according to asset management plan therefore, no body followed quarterly or annually asset management plan (AMP) of property administration department even if asset management plan prepared. According to secondary data of annual procurement report of OSC 2016/17 the weakness stated where the preparation of procurement and property management plan in OSC. Item 4 in the table above the majority of respondent 59(57.8%) replied strongly agree and agree, property disposal not to be the committee work it would be formal activity. The less number of respondents 20(16.6%) replied undecided. About 23(22.5%) respondent answered disagree and strongly disagree on not to be formal activity. The interviewee of 02 from OSC said "disposal of stores is one of the most important functions of materials management in any organization" the committee work were after disposed property identified and approved by concerned public head therefore the primary activities in registering, coding, identifying and reporting disposed property were formal activities of property administration department. The interviewee 04 and 05 of OPPDA said property disposal committee disposed only identified and approved properties due to surplus, obsolete and scarp in the organization therefore property identifying, registering, coding, depreciation cost accounting and all data collecting and reporting is formal activities of property administration department then at the end life cycle of property disposing needs committees work by using disposal methods based on existing regional government property administration directive therefore the interviewee generalize as property disposal is part of planned formal activities in property administration department up to deletion, transfer and sale to others according to Oromia Regional Government rule, regulation and directive while The committees' works were seasonal once or two times a year based on accumulative of surplus, scarp and obsolete properties in OSC.

Table 9: Practice of Property Handling and Disposal in Relation to OSC

N 0	Item	Respon dent	Rating scale					Total
			Strong ly agree	Agre e	unde cided	Dis- Agre e	Strongl y Dis- agree	
1	Scarp, surplus and Obsolete materials have got focus and care up to disposal time.	N0	6	9	26	36	25	102
		%	5.9	8.8	25.5	35.3	24.5	100
2	Scarp and Obsolete property is disposed before damage by means of keeping its economic value.	N0	6	12	35	37	12	102
		%	5.9	11.8	34.3	36.3	11.8	100
3	Property purchased in and out process is managed on first in and first out (FIFO) system.	N0	15	20	50	14	3	102
		%	14.7	19.6	49	13.7	2.9	100

Source: Field Survey 2017.

Regarding to item 1 above table less number of respondent 15(14.7%) replied strongly agree and agree, about 26(25.5%) respondent answered undecided and the majority of respondent 61(59.8%)replied disagree and strongly disagree on focus and care up to disposed time for scarp, surplus and obsolete property. The researcher observation in store and out of store as shown on figure below most of out of service properties especially office table, chair, carpet, vehicles spare part and scrap metals and woods affected by sunlight, dust and rain. Technological outdated obsolete property not disposed timely and identified according to their economic value and vulnerability to damage.

According to the interviewee of 01 and 02 from OSC registering, coding and identifying of disposed property were the primary problem of OSC then they forward the second problem preparation of temporary storage for scarps, obsolete and surplus property and the 3rd problem timely disposing therefore all the illustrated problems were lack of attention and concern from individual to top management for disposed property. The Oromia Bureau of Finance and Economic Cooperation (BOFECO) 2017 procurement and property audit report also confirmed the most problems of new and used property in

government office including OSC were lack of proper storage, poor property identification and coding system, registration, timely disposing and enforcement of accountability from concerned authorized body. Additionally less attention and undermining the structure from each government office head also another source for the problem above specified.

According to primary and secondary data above analyzed the finding proves the existing problems on handling disposed property from the beginning up to the end were weak before losing its economic value in Oromia Supreme Court.

Figure 4.4 OSC scraps properties.



Source; Filed Survey 2017

Another item in the same above table respondent on the keeping of economic valuables of disposed scarp and obsolete property 18(17.7%) replied strongly agree and agree, About 35(34.3%) respondent answered undecided and more number of respondent 49(48.1) replied disagree and strongly disagree. The observation result of researcher shows also the same to the majority rating. Property in store and out of store that out of service due to technological out dated, due to excess purchased and damaged stayed for a year's inside and outside the store without as much as necessary care and timely disposed before its economical value diminish therefore most of properties damaged due to inappropriate storage, move and long life time.

According to interviewee 01 and 02 from OSC keeping of economic value and timely disposing of fixed asset and supplies were the problem of OSC. The interviewee forward

to stay properties with its economic value separation of active and inactive property according to their nature and service years were the fundamental things but the practice seen in OSC nobody understand “what is the economic value means”? so this is the cases for economic loses of used properties.

The Federal Public procurement and property administration 2015/16 audit report prove the problem of disposing property according to rule and regulation in government office. The PPPA audit report illustrate from 59 audited federal government office and sample universities 32 government offices disposed based on rule and regulation but 27 government offices were not disposed according to rule and regulation. On the other hand the oromia bureau of Finance and Economic cooperation (BOFECO) 2017 procurement and property audit report on 133 regional, zonal and district level prove from 133 audited government office 26 (23%) disposed and send to regional procurement and property disposal agency So, most of government offices not disposed according to regional property administration and disposing directive. The directive gave right to each regional government office to dispose one item property which have unit price one thousand and less than one thousand and total accumulative disposed property one hundred thousand but most of the regional government office transfer all types of identified disposed property to procurement and disposal agency. Additionally the audit finding report illustrated the problems of disposal committee formation in some regional government office according to rule and regulation for timely not disposed and economic lose.

Figure 4.5 OSC Scraps and Obsolete properties



Source: Filed Survey 2017.

Consistent with primary and secondary data above analyzed the finding proves the problem of disposing used property according to the regional property administration directive timely before property diminish its economic value within the supreme court and through transferring to Oromia Regional State Procurement and Property Disposal Agency.

In the same above table regarding to item 3 property first in first out (FIFO) system 35(34.3%) respondent replied strongly agree and agree, about more number of respondent 50(49%) replied undecided. The less number of respondent 17(16.6%) answered disagree and strongly disagree According to above data the majority of respondent answered undecided so it needs further research for the next researcher.

CHAPTER FIVE

5. CONCLUSION AND RECCOMENDATIONS

5.1.Introduction

The commencement of the implementation of different structural change, accountability system, reform and legal frame work for property administration and disposal in the Ethiopian public government office is to achieve transparent, economical, accountable, efficient and effective property administration that contribute economically and efficiently utilizing because of public property is crucial and decisive to providing improved and modern property utilization. The Oromia Supreme Court was therefore as part of the country that acquire high annual stationary office furniture and electronics material to give quality, accessible and fast judiciary service delivery, the court engaged in the implementation of different structural change after regional public procurement and property administration proclamation proclaimed NO.157/2010 apart from finance and Business Process Reengineering (BPR) in continuous manner.

Therefore, as indicated in chapter one, the main purpose of the study was to find out the practices and challenges of public property management and disposal. Specifically, it was aimed to evaluate the practice of regulation, rules and procedures enforcement in property management and disposal, to assess the appropriateness of organizational structure and accountability system in property management and disposal process, to evaluate the practice and challenges of planning process in property management and disposal and to recommend the Supreme Court property management and disposal more economical, accessible, and technology based. Farther it was to suggest some relevant measures based on the analytical results that should be taken to improve the property administration and disposal system for efficient and effective judicial service delivery.

To this end, the descriptive survey approach was employed as the method of study. Sources of the information for this study were one hundred two indirect and direct relevant experienced Supreme Court line and supportive staff members who were communicated through questionnaire. Interview discussions were also made with two Supreme Court staff, two Oromia Regional State Procurement and Property Disposal Agency staff members and one from Ethiopia federal government procurement and

property administration agency staff members. In addition to questionnaire and interview, documents and official reports were used as source data. In some cases, observations were utilized to collect data through personal inspection, photo camera. The data were, then analyzed based on the specified research questions of the study in earlier chapter and summarized under some major sub topics as follows.

5.2.Conclusion

A)Practice of Regulation, Rules and Procedures Enforcement

Assets management policy as being a policy statement that provides the overarching principles and organizational objectives for managing the ruling body property assets to give effect to its vision. The policies could include; effective governance, sustainable service delivery, social and economic development, custodianship, cost-effectiveness and efficiency; and transparency for this reason the Oromia Regional State Property Administration Directive N0 01/20012 indicate on article 54 for property lose erased according to regional finance directive N0.5/2011 or paid according to market price for negligently lost property.

According to this research finding in Oromia Supreme Court accountability during damage and lose of property negligently would not be applied.

To implement asset management policy effectively the government offices require legal frame work and assets management strategy such as property administration proclamation, directive and working manual that's why the Oromia Regional State Property Administration Directive N0 01/2004 indicate on article 23&25 details of disposal methods and the formation of disposal committee hence according to the directive methods of disposals are six but according to Oromia Supreme Court only sale to public by competitive bid was applied, the remaining five methods of disposal were not applied.

Regarding this research finding arrangement and performance of property disposal committee in Oromia Supreme Court was not performing according to the rules and regulations of the regional government.

Good policy, strategy and working manual alone cannot bring effective property management and disposal. The main players are the human resources or people in

responsible position who can enforce and take action on those rules and regulations effectively. As shown in the study analysis, there was limitation of property management and disposal according to the rules and regulations in Oromia Supreme Court. In principle effective property management start from preparation of standardized storage and efficient utilization according to acquired property nature and lastly when effectively disposed before being damaged.

A) The Process, Facilities, Handling and Follow-up of Property Management

Materials handling can be defined as the function dealing with the preparation, placing and positioning of materials to facilitate their movement and storage. Poor material handling may result in delays leading to idling of equipment. Broadly material handling can be classified in to two categories, namely; (a) Fixed path equipments and (b) Variable path equipments.

According to procurement and property audit sample report of BOFECO 2017 G.C, there were problems of stores, separation of new and used properties, property identification, coding, annual inventory control and timely disposal in regional government offices.

According to this research finding there is poor handling of fixed assets and variables assets in Oromia Supreme Court. The regional supreme courts have the problem of sufficient and standardized storage, strong system of disposing property outdated and out of service and weak awareness and interest of property administration staff therefore all the above problem cases in the court handling property are very weak. Well designed store systems and procedures ensure timely information for decision- making, particularly because stores are the starting point of all activities for control Gopalakrishnan & Sundaresan (2003, 1977)

The study found that follow up and control on utilization of property in Oromia Supreme Court were poor. Lack of sufficient standard stores, lack of positioning the right person, absences of annual inventory lack of full disposing scrap, surplus and obsolete property and poor handling of fixed asset were the indicators of poor follow up and control of public heads and property administration staff.

As the research findings show, focus and support of top management for property administration activity were weak in Oromia Supreme Court. In principle only designing

structure, positioning of manpower were not sufficient rather supporting by facilitating working environment through preparation of strategic assets management plan, training, availabilities of storage, establishing strong accountability system and allocating the right person on the area of property administration staff. According to existing audit reports in federal and regional government organizations most of them still focus on procurement of new properties rather than administering properties in hand.

Regarding selling disposed property to internal employees, the researcher found that selling properties to internal employees depends on properties and employee satisfaction. Selling and buying disposed properties in an organization have their own advantages and disadvantages. The literature suggests the surpluses are the result of overstocking or obsolescence and the materials are in new or in good condition or if they are odds and ends of scrap desired by do it yourself' employees, then can be a satisfactory method of disposal. On the other hand, if the surpluses are not in fully satisfactory condition, such sales, regardless of their attractive prices can create offense in employees toward their employers.

According to this research finding, there is limitation on disposing all surplus, scrap and obsolete properties in Oromia Supreme Court (OSC). According to reports from OPPDA, property disposal departments in most of the regional government offices disposed limited different properties that did not serve government offices including OSC, whereas many scrap and surplus papers, toner cartilages, tires, cars spare parts, hazard chemicals, furniture and technological outdated electronics damaged and occupied large space inside and outside the office. To confirm the findings, the OSC 2016/17 disposal committee report shows that the disposed properties focus on limited scrap and surpluses office furniture and wooden products but large numbers are not on service cars spare parts, tiers, toner cartilages, technological outdated and damaged computers, printers, photo copiers which were stored from 3 to 10 years.

B) Staff Awareness and Understanding

In accordance with understanding of property management and disposal process, rules, regulations and directives of Oromia Supreme Court (OSC) staff, the research findings show poor understanding of property administration process, rules and regulations.

To increase understanding of rules, regulations and directives of property management and disposal in the Oromia Supreme Court the concerned bodies must establish systems or develop strategy. The strategy includes running short term training, uploading soft copy of proclamation, directive and working manuals on the office website and facilitating accessibilities of printed rules, regulations and materials management theories literature.

On the other hand, in relation to the data analyzed in chapter four Table 4 about establishing system to increase understanding of OSC staff on property management and disposal rules and regulations, the finding implies no established system to increase understanding of rule and regulation of property management and disposal in Supreme Court. The Supreme Court must facilitate the accessibility of all permitted public documents of rules and regulations with conditions of hard copies and soft copies including uploading on its official website. To exercises accountability of each and individual employees of OSC property administration department concerned to communicate and aware how to handling personal office property and the punishments when negligently property damaged.

The literature indicated that all public sector organizations faced similar problems in managing their property assets. These included lack of central policy framework; fragmented management of public property assets; economic inefficiencies associated with public property; lack of information needed for managing property portfolios and lack of transparency and accountability (Audit Commission, 1988a cited in Ngwira and Manase, 2016).

C) Organizational Structure and Accountability System

The fundamental purpose of organizations is to provide a structure that facilitates the motivation of people and the coordination of their efforts toward common goals of the firm. A poorly designed structure can inhibit such accomplishments, just as a well designed structure can facilitate them. Therefore, according to the findings of this research, the existing structure of Oromia Supreme Court realizes accountability. In Oromia Supreme Court after Business Process Re-engineering (BPR) was applied as a region, organizational structure improved more than two times to decentralize authority and accountability at the same time. Particularly the separation of property administration

department from finance in OSC structure was the indicator of realizing strong accountability.

The literature suggests that an understanding of the structure in which management functions operate and interact helps their management. It is essential, therefore, to design an organization structure for carrying out management functions which allows it to interact with and respond to its external environment (Moore 2002 cited in Ngwira and Manase, 2016).

According to this research finding in OSC property administration department team coordinator was not assigned. Team-based approach provides a way of overcoming fragmented thinking and attitudes and developing holistic approaches, decision-making and practices. In accordance with Oromia Supreme Court (OSC) existing property administration structure was not arranged as team and team coordinator were not assigned while done by property administration and general service process owner.

The literature indicated overall objectives of an organization tend to be achieved most efficiently when the organization is structured by grouping similar activities together. An effective asset management team should be multi disciplined and drawn from across the public sector organization functional departments. (IIM 2006 cited in Ngwira and Manase, 2016).

According to Lloyds (2010 cited in Ngwira and Manase, 2016) successful asset management teams are flexible; share ideas and information; and engage in open and transparent debate; do not have a blame culture; foster an atmosphere that minimizes conflict; build trust and develop partnerships.

D)The Role of the Right Position, Internal and External Alignment

Materials handling is the science of moving materials from one place to another. Materials include raw materials, finished components, finished goods, packing materials, operational supplies, tools, jigs and fixtures Scrap material handling is closely connected to the storage of materials. In any stores organization, one of the major problems to which considerable thought should be given is materials handling or moving. A good deal of labor and money can be saved by using the right method and proper equipment in the movement of materials from suppliers and stores to individual users and departments.

According to this research finding, materials moving job position in Oromia Supreme Court property administration structure were important. Most of government offices move materials by using internal employees and outside laborers which exposes the property for easy damage. While using trained and experienced none professionals or forklift machines based on organization property acquiring nature were the advisable way.

Disposal of stores is one of the most important functions of materials management in any organization. Assets disposal or rationalization is an option when an asset is no longer required or becomes uneconomical to maintain or rehabilitate. It provides the opportunity to review the configurations, type and location of assets, and the service delivery processes relevant to the activity. To make effective disposal it needs professionally receiving, recording, coding and handling of materials.

The research found that, property disposal professional job position in Oromia Supreme Court property administration structure was important. Property disposal were part of property administration process or the end life cycle of property management process, therefore from receiving to disposal it needs professional workforce. The qualification of store and purchase personnel: - persons with commercial qualifications such as account, commercial law, have good idea on government regulations affecting materials, customs, excise, price controls and the like. The human factors relate to aspects such as workforce motivation, education or capacity building, communication, leadership, team-working and sense of ownership. These human factors are critical enablers to establishment of a joined up, sustainable approach to asset management. Therefore, the importance of professionals and the right person at a right place in Oromia Supreme Court property administration structure pull out existing property administration to economical and modern use.

According to inter related communication within department and other department the respondents' data show in between for this reason it needs further research. The overall objectives of an organization tend to be achieved most efficiently when the organization is structured by grouping similar activities together but as the activities wide and increase its complexity in terms of human resources, budget and acquiring of fixed assets separation and grouping of activities suitable for effective administration.

According to the findings, in Oromia Supreme Court the separation of property administration from procurement would be appropriate than to combin unrelated activities.

E) Public Property Management Planning and Implementation

The essence of any manager's job is planning and control. The materials planning and budgeting function is given a prominent place in the integrated materials management set-up. This is so because, planning for materials and working out a realistic budget not only help motivate people but also serve as a control device.

The Assets Management Plan (AMP) assists with decisions over which assets to renew, improve, maintain or dispose of, by translating asset management planning into action. This is done through the development of integrated plans for capital investment (acquisition/development); assets maintenance; assets disposal; and workspace and accommodation plans. In public sector the procurement planning starts from individual and department need of organization to implement activities planned based on budget allocated. Hence, planned procurement of fixed assets and supplies result to effective distribution in accordance with needs collected and activities planned, but the practice seen from audit and survey research report of our federal and regional government there was a limitation of prepared procurement and assets management plan in several government offices.

The finding of this research shows the limitation of planned procurement and unfair distribution of fixed assets and supplies in accordance with demands and needs of departments in OSC. In addition the procurement needs were not raised from individual and departments rather it was prepared and implemented according to previous experiences and day to day needs requested within procurement and property administration department. The Asset Management Plan (AMP) is the blueprint for the asset management planning Process.

Assets disposal or rationalization is an option when an asset is no longer required or becomes uneconomical to maintain or rehabilitate. Effective property handling, recording, coding and maintaining were made easier to dispose assets no longer become uneconomical. Identifying, recording, coding and separately handling of surpluses, scrap and obsolete property were not the committee work it would be property administration

daily activities within annual plan, but after reported to concerned body for approval; it may be committee work to dispose according to directive and selected methods in public organization.

The study shows that the disposal process in Oromia Supreme Court should as part of property administration be done as planned activity rather than committee work. .The activities of the Disposal Committee were seasonal according to availabilities of disposed properties in the office. The disposal of scrap when handled in an imaginative manner can result in handsome returns to the organization (Gopalakrishnan and Sundaresan, 2003).

F) Practice of Property Handling and Disposal

As shown in this research analysis no care and appropriate handling is given to disposed properties before it is damaged or lost its economic value in OSC. According to Oromia Supreme Court, handling of disposed property, disposal process and disposal action had several limitations with the intention of identifying and separation of scrap, surplus and obsolete materials from properties in use, storage problem, problem of timely disposing within its economic value, disposing within boundary specified by regional government property administration directive and reporting scrap, surpluses and obsolete properties in accordance with property administration directive to regional procurement and property disposal agency in a timely manner.

5.3.Recommendation

Based on the findings of the study as summarized above, the researcher forwards the following recommendations.

1. The Oromia Regional Government was one of the biggest and largest regions in Ethiopia in terms of population, geographical area and administration of higher resources potential. On the other hand, the region procures fixed assets and supplies annually in billions from annual budget allocated. The Supreme Court of Oromia shares some amount of this budget in procuring fixed assets and supplies. To utilize efficiently and effectively all public properties, it needs to develop sound enforcement laws around public properties. Therefore the researcher recommends that concerned bodies should submit to accountability rules for all damaged public property and the disposal committee must operate according to the rules and regulations.

2. The existing proclamation and directive of Oromia Public Procurement and Property Administration must that all enforce the public organizations must prepare needs based procurement plans. The OSC departments should practice departmental need based procurement planning and distributions to insure effective property management.
3. To safely handle public property before distribution and disposal the most important things are storage. In this regard, the researcher recommends that the OSC build standard stores for fixed and non fixed property.
4. All out of service properties must be disposed of according to regional government property administration directive as to their precedence and vulnerability to be damaged before they lose their economic value.
5. To enforce the law and administer properties efficiently and effectively under rules, regulations and directives of property administration, the key points come from high concern to area, training, experience and availability of documents at all levels. These should be made available electronically and by hard copy to strengthen staff awareness of rules and regulations and ensure efficient and effective administration.
6. The essential purpose of organization is to provide a structure that facilitates the motivation of group and the coordination of their efforts toward the common goals of the organization. Organizational structure with team-based approach provides a way to overcome fragmented thinking and attitudes and helps to develop holistic approaches, effective decision-making and practices. Therefore, Oromia Supreme Court should develop the existing structure of property administration by creating a team and a team coordinator position to eliminate disjointed thinking and facilitate effective service delivery. In addition, the court should separate unrelated activities and merg related activities to eliminate ambiguity.
7. To accomplish modern, accessible and economical public assets, the most needed are disciplined professionals and experienced man power. The Oromia Supreme Court should build property administration staff by hiring disciplined professionals and experienced work force.
8. Oromia Supreme Court should prepare procurement and property management plan involving all concerned departments prior to the beginning of budget year, and should

implement according to planned activities to ensure resourceful property administration.

9. The other recommended issue regarding property administration department and disposal committee role in disposing surpluses, scrap and obsolete properties were early identifying, safely hold and timely dispose before damaged.
10. Disposed items sold to employees should consider employee advantages and avoid employee disappointment and negative images of the administration.
11. Oromia Supreme Court should adopt the latest property administration software technology, develop appropriate and standardized manual as well as a system that mechanically moves property from store to user departments, and introduce a modern handling of property in stores and at employee level.

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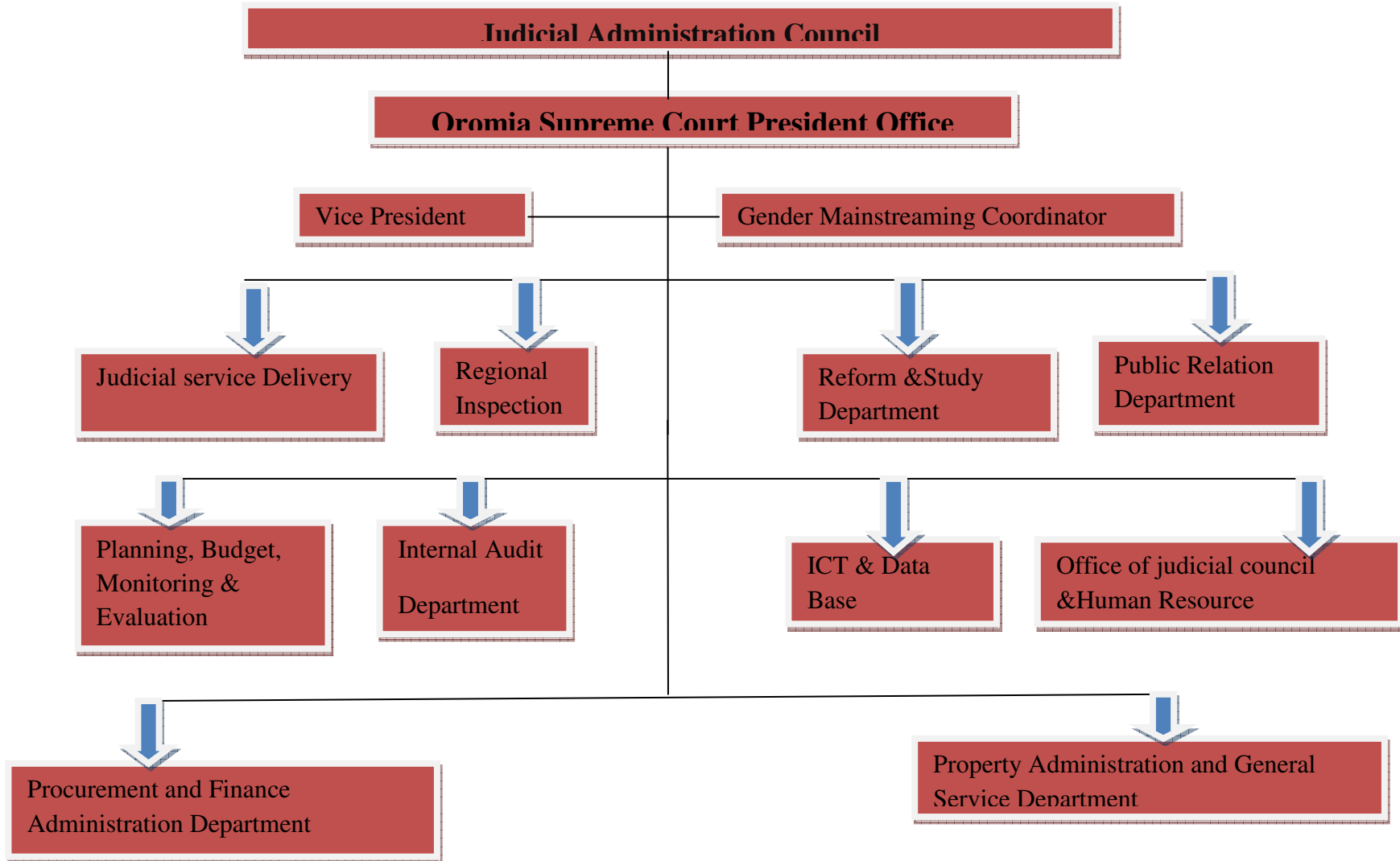
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APPENDICES

Chart 4.1, The Organizational Structure of Oromia Supreme Court



Source: Supreme Court Organizational Chart 2017

I. Interview Questions

- What are the practices and challenges of property management and disposal on enforcement of existing law (rule, regulation, and directive) please! Address Weakness and strength? Future suggestion
- What to be done property administration department structure to be Accountable, Communicable, Accessible, Economical and Modern?
- What are the practices and challenges of property management and disposal on planning and implementation process? Please! Address Weakness and strength? Future suggestion.

Codes in the main <i>body of thesis</i>	Employee Name	Position	Place of Interview	Date of Interviewed
01	Tsehay Gebre	OSC General service Coordinator	Addis Ababa OSC	Jun 08/2017
02	Belay Hailu	Property Disposal Committee head	Addis Ababa OSC	Jun 05/2017
03	Tigistu Debebe	FPPPA Property Administration Director	Addis Ababa FPPPA	May 04/2017
04	Habtamu Mandor	OPPDA Disposal department process owner	Addis Ababa OPPDA	May 02/2017
05	Endalkachew Belachew	OPPDA Deputy Director	Addis Ababa OPPDA	May 24/2017

Questionnaires



Addis Ababa University

College of Business and Economics

Department of Public Administration

Questionnaire to be filled by Oromia Supreme Court Line and Supportive Staff

Questionnaire over view

Addis Ababa University College of Business & Economics, Department of Public Administration questionnaires for practice and challenges of public property management and disposal in Oromia Supreme Court, in the partial fulfillment of MPMP (Masters of Public Management & Policy). Questionnaires to be file by employees of Oromia Supreme Court, at different level. This questionnaire is for study purpose. Its main aim is to collect data on practice and challenges of public property management and disposal in Oromia Supreme Court at Finfine. The success of the study greatly depends up on your genuine response to the questionnaires. Please make sure any information is not transmitted to anybody by any means and your answer will be kept confidential. Thank you! for your willingness and genuine respond.

Dear respondents: please not that:-

- Don't write your name on the questionnaire,
- You should not contact other respondents to fill it,
- You need to respond all of the items,
- Put an (✓) inside the box, and write for explain answer and give your comment on the provided space.

Part-one- demographic information of the respondents (A)

1. Gender male ☐ female ☐

2. Service years:

Below 5 ☐

5-10 ☐

11-15 ☐

16-20 ☐

21and above ☐

3. Educational levels

10th and 12th complete ☐ Certificate others ☐ Diploma ☐ 1st degree ☐

2nd degree ☐

4. Age

From 18-25 ☐

From 26-30 ☐

From 31-35 ☐

From 36-40 ☐

41and above ☐

5. Working section_____

6. Position_____

Part-two:- Practice and Challenges of Property Management and Disposal.

The purpose of this part is to obtain information regarding the practice and challenges of Public property management and disposal.

Please indicate your level of agreement to the following statement using the scale provided.

5	4	3	2	1
Strongly agree	Agree	Neutral	Dis-agree	Strongly dis-agree

No	Questionnaires	5	4	3	2	1
	1. Enforcement of Property management and disposal proclamation, Regulation and directive					
1.1	AS a member of Supreme Court staff, I have understanding of property rule, regulation and directive.					
1.2	Accountability would be applied in the case of lose and damage on property happened by the negligence of individual.					
1.3	Property Disposal committee is assigned and					

	performs according to rules and regulations.					
1.4	Property management and disposal process is performed according to rules, regulations and directives.					
1.5	There is established System to increase supreme court staff understanding of rules, regulations and directives of property management and disposal.					
1.6	The handling of fixed and non fixed asset in the warehouse and office is suitable to meet its objectives.					
1.7	There would be enough follow up and control on utilization of property.					
1.8	There is focus and support of leadership for property administration activity.					
1.9	In buying disposed property there would be an opportunity for internal employee participation.					
1.10	The Property disposal processes in OSC were focus on all surplus and scarp, obsolete property.					
	2. Question related to Property Management Staff Structure.	5	4	3	2	1
2.1	The existing property administration structure would be realizes the accountability system					
2.2	Loading unloading job position would be necessary in property administration Structure.					
2.3	Property disposal professional job position would be necessary in property administration structure.					
2.4	Without team coordinator flat structure of property administration department would be relevant for property administration activity.					
2.5	Property administration department would have a good communication and alignment with staff					

	and others departments.					
2.6	The separation of property administration, and procurement department would be suitable for better performance.					
	3. Questions related to Practice and challenge of planning and implementation of property management and disposal.	5	4	3	2	1
3.1	Procurement and distribution of fixed and non fixed assets performed based on the demand and needs from respective departments.					
3.2	Property purchased in and out process is managed on first in and first out (FIFO) system.					
3.3	Scarp and Obsolete property is disposed according to its value ability.					
3.4	The need for Property is raised from individuals and departments based on papered work plan.					
3.5	Procurement of property supported by need and plan of property administration.					
3.6	Scarp, surplus and Obsolete materials have got focus and care up to disposal time.					
3.7	Property disposal process should be planed as formal activity rather than committee work.					

Open-ended question

4. Describe the strength and weakness of property management and disposal process not stted in this questioner_____

5. Describe your opinion about property disposal that not stted in this questioner_____

6. Give your recommendations for inputs to make property management and disposal process more stronger_____

7. Forward your suggestion on the existing property management and disposal interms of structure, planning, enforcement of roles, regulations and procedures, modernizing and enhancing accountability. _____

Questionnaires



Addis Ababa University

College of Business and Economics

Department of Public Administration

Gafannooowwan Ogeessotaa fi Hojjatoota Deeggarsa Mana Murtii Waliigala Oromiyaan Guutamu

Gaafannooowan

Gaafannoon kun kan guutamu hojjatoota Mana Murtii Waliigala Oromiyaa sadarkaa addaa addaa irra jiraniin ta'a. Gaafannoon kun barumsa digirii lammaffaa MPMP(Master of Public Management &Policy)guuttachuuf qorannoo gaggeefamuudha. Kaayyoon gaafannoo kanaas hojimaata fi hudhaalee bulchinsa qabeenyaa fi dhabamsiisa qabeenyaa (Practice &Challenges of Public Property Management and Disposal : the case of Oromia Regional State Supreme Court) waliin walqabatani jiran qorannoon adda baasuu fi kallatti fooyya'insa yaadaa kennuuf ragaalee walitti qabuuf barbaadameeti. Milkaa'inni qorannoo kanaas deebii sirrii gaaffii kanaaf isin kennitan irratti hundaa'a. Odeefannoon isin kennitan karaa kamiyyuu nama biraatti kana hin dabaree fi amaanaan kan qabamu ta'uu isaa isiniin mirkaneessa.Deebii kennuuf hayyamamaa ta'uu fi deebii sirrii kennuu keessaniif durseen galateeffadha.

Deebii kennaan kanneen armaan gaditti ibsaman gochuuf hin dirqamu.

- Maqaa ofii waraqaa gaafannoo irratti barreessuun hin barbaachisu.
- Gaafannoo kana deebii kennaa biraa waliin guutuun hin danda'amu.
- Deebii kennaan akaakuu gaafatame hunda irratti deebii kenna.
- Deebii keessan sanduuqa qophaa'ee keessatti mallattoo “√”fayyadamuu akkasumas bakka ibsi itti kennamuu qabutti barreefamaan ibsaa.

Kutaa Tokko

Odeefannoo Waliigalaa Haala Deebii Kennaa.

1. Saala :- Dhiira ☐ Dhalaa ☐
2. Muuxannoo hojii naannoo bulchinsa qabeenyaan walqabatu irratti qabdan:-
 - Waggaa 5 gadi ☐

- waggaa 6-10 ☐
 - Waggaa 11-15 ☐
 - Waggaa 16-20 ☐
 - Waggaa 21 fi ol . ☐
3. Sadarkaa Barumsaa:- Kutaa 10 ykn 12 kan xummure ☐ sertifiketti ☐ Dippiloomaa ☐
Digirii jalqabaa ☐ Digirii Lammaffaa fi isaa ol. ☐
4. **Umurii**
- Waggaa 18-25 ☐
 - Waggaa 26-35 ☐
 - Waggaa 36-45 ☐
 - Waggaa 46 fi isaa ol ☐
5. Adeemsa hojii kessatti hojjattan _____
6. Sadarkaa hojii _____

Kutaa Lama

Hojimaataa fi Hudhaalee Bulchinsa Qabeenyaa fi Dhabamsiisa Qabeenyaa

Kutaan kun kan barbaachiseef Hojimaataa fi hudhaalee bulchinsa qabeenyaa fi Dhabamsiisa qabeenyaa keessa jiran odeeffannoo argachuuf gargaara.

Himoota armaangaditti ibsaman sadarkaa kennameen madaaluun qabxii kennitan mallattoo “√”n agarsiisaa.

5	4	3	2	1
Baayyeen Itti Waliigala	Ittin Waliin gala	Amma tokkoon Ittiin Waliigala	Itti Walii hin galuu	Baayyee Itti Walii hin galuu

T.L	1. Hojiirra Olmaa labsii, Dambii fi Qajeelfama Bulchiinsa Qabeenyaa fi dhabamsiisa qabeenyaa.	5	4	3	2	1
1.1	Akka miseensa mana murtii waliigala oromiyaatti labsii, dambii fi qajeelfama bulchinsa qabeenyaa fi dhabamsiisa qabeenyaa irratti hubannoo nan qaba.					
1.2	Hir'inaa fi badiinsa raawwii bulchinsa qabeenyaa fi dhabamsiisa qabeenyaa irratti mul'ataniif ittigaafatamummaan mirkanaa'aa jira.					
1.3	Koreen qabeenya maqsu/dhabamsiisuu/ akkaataa qajeelfamaan hundaa'ee hojii isaa sirnaan gaggeessaa jira.					
1.4	Hojimaanni bulchinsa qabeenyaa akkaataa labsii, dambii fi qajeelfamaan raawwatama jira.					
1.5	Haawaasni mana murtichaa qajeelfama bulchinsa qabeenyaa akka hubatu gochuu irratti hojiimaanni diriiree					

	ni jira.					
1.6	Haalli teessuma meeshaalee dhaabataa fi dhumataa mana kuusaa fi kutaalee hojii keessa jiru kan hojjachisudha.					
1.7	Itti fayyadama qabeenyaa irratti hordoffii fi to'annoon gahaa jira.					
1.8	Hoggansa bulchinsa qabeenyaa irratti xeyyeeffannoo fi deeggarsi barbaachissa kennameefii hojjatamaa jira.					
1.9	Meeshaalee maqfaman bitachuu keessatti hirmaannaan hojjatoota keessaa ni jira.					
1.10	Maqaan qabeenyaa gaggeefamuu meeshaalee sababa addaa addaan tajaajilarra hin jirree hunda irratti kan xiyyeefate.					
	2. Gaafannoo Caaseffama bulchinsa qabeenyaan walqabatu	5	4	3	2	1
2.1	Caasefamni bulchinsa qabeenyaa hojiirra jiru ittigaafatamummaa kan mirkaneessedha.					
2.2	Caasefama bulchinsa qabeenyaa keessatti gitni hojii hojjataa humanaa ni barbaachisa.					
2.3	Gitin hojii ogeessa meeshaalee maqfamanii ni barbaachisa.					
2.4	Bulchinsa qabeenyaa qindeessaa malee raawwataa qofaan caasefamun isaa hojii bulchinsa qabeenyaaf furmaata kenneera.					
2.5	Caaseffamni bulchinsa qabeenyaa walitti dhufeenyii fi walitti hidhaminsi adeemsaalee fi garee biro waliin qabu cimaadha.					
2.6	Bulchinsa qabeenyaa fi Bittaa adeemsa addaa adda jala ta'uun isaa mijaa'ina hojiif gargaara.					
	3. Gaafannoowwan hojimaata karoora bulchinsa qabeenyaa fi dhabamsiisa qabeenyaa qopheessuun hojiirra olchuu irratti bu'aa bahii jiru.	5	4	3	2	1
3.1	Bittaa fi raabsaa qabeenya dhaabbataa fi dhumataa fedhii fi karoora mirkanaa'ee irratti hundaa'ee gaggeefama.					
3.2	Meeshaaleen bitamanii galii ta'an sirna inni dura galee baasii ta'a (FIFO)jedhuun raawwatu.					
3.3	Meeshaaleen maqfaman bu'a qabeessumaa isaanii haala eegeen karooraan maqfamaa jira.					
3.4	Feedhiin meeshaa nama dhuunfaa fi kutaalee irraa dhiyaatu karoora hojii bu'ureefateeti.					
3.5	Meeshaaleen bitamanii gara mana kuusaatti galan fedhii ,karoora bittaa fi bulchinsa qabeenyaan kan deeggaramaniidha.					
3.6	Meeshaaleen tajaajilaan ala ta'an hanga maqfamanitti xiyyeefannoo fi kunuunsi ni godhamaaf					
3.7	Maqaan qabeenyaa hojii idilee ta'ee karooraan kan raawwatu malee hojii koree ta'uu bu'a qabeessa mitii.					

Kutaa sadii :- Gaafannoowwan ibsa itti kennuun deebi'an

4. Gaafannoo kana keessatti kan hin ibsamne hanqinaa fi cimina naannoo bulchinsa qabeenyaa fi dhabamsiisa qabeenyaa jiru ibsa_____

5. Gaafannoowwan dhiyaatan keessatti kan hin ibsamne dhabamsiisa qabeenyaa irratti yaada qabdan ibsaa _____

6. Akka waliigalaatti xiyyeeffannoon sirna bulchinsa qabeenyaa fi dhabamsiisa qabeenyaaf kennamu irratti yaada galtee ta'u kenna_____

7. Akka waliigalaatti caaseffama, karoora fi hojiirra oolmaa labsii,dambii fi qajeelfama bulchinsa qabeenyaan hojiimaanni jiru bu'a qabeessa, hammayyaa'aa fi ittigaafatamummaa kan mirkaneesse akka ta'u yaada gumaachitan ibsaa_____
