



The Effectiveness of Public Property Disposal Process; the case of Public Procurement and Property Disposal Service

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**The Effectiveness of Public Assets Disposal Process; the case of Ethiopia
Public Procurement and Property Disposal Service**

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Declaration

I, Yonas Tadesse, hereby declare that this thesis entitled “The Effectiveness of Public Assets Disposal Process; the case of Ethiopia Public Procurement and Property Disposal Service” submitted by me for the award of the degree of Master of science in Management, Addis Ababa University at Addis Ababa, Ethiopia, is my original work and it has never been presented in any university. All sources and materials used for this thesis have been duly acknowledged.

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Certification



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This is to certify that the thesis entitled, ‘*The Effectiveness of Public Assets Disposal Process; the case of Ethiopia Public Procurement and Property Disposal Service*’ was carried out by *Yonas Tadesse* under the supervision of *Zelalem G/Tsadik (Dr)*, submitted in partial fulfillment of the requirements for the degree of Master of Science in Management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Acknowledgment

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List of Abbreviations /Acronyms

- FDRE** - Federal Democratic Republic of Ethiopia
- PPPDS** -Public Procurement and Property Disposal Service
- PPPAA** -Public Procurement and property Administration Agency
- MOFED** -Ministry of Finance and Economic Development
- BOFED** - Bureau of Finance and Economic Development
- GOFAMM** - Government Owned Fixed Assets Management Manual
- ANOVA** - Analysis of variance
- SPSS** - Statistical Package for Social Science
- ICT** -Information and Communication Technologies
- OLS** -Ordinary least square
- VIF** -Variance inflation factor

Abstract

The main purpose of this particular study was to assess effectiveness of the centralized public property disposal process in the case of Public Procurement and Property Disposal Service. For the total target population was only 40 employees who have direct involvement in the centralized public property disposal process and as this number is manageable an operation called census was conducted to select respondents in the study. The study used both quantitative and qualitative data sourced from the primary and secondary sources. Structured questionnaire and semi structured interview were used to obtain the primary data while the secondary data was sourced from various documents. Both descriptive and explanatory research design were also deployed to analyze the gathered data in this study with the help of Statistical Package for Social Science (SPSS version 24). From descriptive analysis finding the overall centralized property disposal process was revealed good in effectiveness but not fully effective. The finding of the confirmed that asset valuation has statistically significant positive effect on the effectiveness of the centralized public property disposal process at 1 percent significant level while legal framework and staff competency have significant positive effect on effect on the effectiveness of the process at 5 percent significant level. Poor recording and documentation practice in the beneficiary public bodies, in limitation of the asset valuation method (equation) and the gap in the legal framework were also identified as major challenge that hider the effectiveness of the centralized public property disposal. Therefore, in order to enhance the effectiveness of the process and assure value for money, the concerned regulatory bodies together with PPPDS need to revise the asset valuation equation and the legal frame work based on the identified gaps. There is also a need to improve the fixed asset recording and documentation practice of the beneficiary public bodies through continuous trainings and regular follow up.

Key words: *Disposal process, value for money, asset valuation, legal framework, staff competency*

CHAPTER ONE

OVERVIEW OF THE STUDY

1 Introduction

1.1. Background of the study

In the current demanding and dynamic condition enhancing the living standards and the well-being of the citizens remain the major mandate and responsibility of every government that can be realized through public organizations operations. Therefore, in order to meet the expectation of the citizens government organizations are required to deliver adequate and quality public services in a cost effective and efficient manner which could be realized through their day to day operational functions.

Operational functions are the means of production of goods and services and usually demand the accusation of both fixed and non-fixed assets that facilitate the production of services and goods as a supporting input. Fixed assets offer great opportunities for production of further goods and services for human benefit (Okoye, 2009). Through public procurement as a means accusation of fixed asset the public sector invests a huge amount of public money. As a significant input to supporting service delivery, property also represents a direct cost in service delivery (Government of South Australia, 2017).

According to Ethiopian federal democratic republic government procurement and property administration proclamation number 649 / 2009 fixed assets can be as, tangible asset costing birr 1000 or more than it's on operational use and that has a useful economic life or more than one year. Now a days with increasing public expectation from the government as a whole and from its functional unites the corresponding investment on accusation of fixed asset is also increasing. However, as accusation alone is not the end result there is a need for proper asset management practice in every public bodies in which the maximization of the value of fixed assets could be realized. Fixed asset are highly exposed to a mischief, fraud and theft because they have high market values so high controlling mechanisms are needed to safeguard them by preparing well designed manuals, polices, and procedures (Kikron et al, 2014) cited in Yasin and Borte (2019).

There is strong association between service delivery, asset performance, and associated human and financial resource inputs (Government of South Australia, 2017). Therefore, in

order to avoid the wastage of public investment deployed in acquisition of fixed asset and assure the realization of the expected productive return of the assets an appropriate asset management should be in place.

Developing good asset management system help organizations ensure effective and efficient utilization of assets for the intended purpose during their economic life and timely disposed when their economic life is ended. Therefore, to be said complete and effective, a property management system in place should not ignore the property disposal process. “Disposal may be considered as the third life of any item acquired by a procuring entity; first it is procured and accepted- the procurement cycle; second it is utilized by the procuring entity in the discharge of its duties-the life cycle; third it has to be disposed-the disposal cycle” (Public Procurement Oversight Authority, 2009) cited in (Susan & Namusonge, 2014).

One of the main missions of The Federal Public Procurement and Property Disposal Service (PPPDS) was to disposing the no more useful public properties under the ownership of public bodies by selling in a speedy manner at fair price. Therefore, the organization was established to bring about efficiency in public property disposal practice at federal government level through reducing the accumulation of no more useful public properties through improving the rate of property disposal and assuring value for money. However, since it was establishment the status of the centralized public property disposal in terms of achieving the above mentioned objectives was not empirically examined. Moreover, beneficiary public bodies raise different complains on the effectiveness of the performance of PPPDS in terms disposing public properties at higher rate and reducing accumulation of no more useful public properties. Therefore, it is important to study the effectiveness of the public property disposal process in the case of PPPDS.

1.2 Statement of the problem

Property disposal is one of the most important components of asset management processes in both public and private organizations without it the asset management process remains incomplete. It is usually disheartening to find properties of organizations and government carelessly kept, abandoned or improperly utilized (Okoye, et al, 2009). Fixed assets are-highly susceptible to depreciation it is one thing to obtain an asset and another to utilize and maintain it meaningfully. Therefore, putting in place an appropriate property management system is the

paramount important in order to avoid such wastages on public funds and maximize the benefit of the accusation of fixed assets towards the intended effective and efficient public service delivery.

The Property Disposal process is one of three life cycle functions (the other two being Asset Procurement and Management of Existing Assets) and should reflect the integrated and consolidated position of an agency resulting from its strategic planning process (Government of South Australia, 2017). For fixed assets are acquired to suit needs of the procuring entity once their economic life ended and became no more useful to the first owner there is a need for appropriate disposal.

Keeping unwanted material results in risks of unnecessary expenditure on storage costs; misguided management effort; gradual loss of the value in those items; and the possibility of disposing assets, at a value lesser than the residual value or best achievable value in the market (Susan & Namusonge, 2014). Therefore, being one of the most important parts of the asset management cycle, timely and appropriate disposal of the no more useful public properties is very important both in terms reducing the unnecessary costs asset management and threat of environmental pollution associated with holding of non-useful assets as well as assuring the best value for money.

However, unlike the public property disposal, public property disposal did not receive sufficient attention. Public bodies usually complained for rushing for accusation of fixed assets and ignoring the disposal of public properties when they are identified as no more useful. As a result although not yet fully solved it was common to see, store of public with full of non-useful fixed assets, vehicles and other machineries lie here and there in the compounds of public bodies unprotected for so many years and even expired harmful chemicals and pest sides stored for a long time. This shows how the property disposal practice in public bodies in Ethiopia is poor and how many public funds are wasted as a result.

Understanding the severity of the problem in the asset management practice in the public bodies and the corresponding damage and wastage of the public funds, the Ethiopian federal government showed its commitment towards improving the overall public property management practices in general and property disposal practices in particular through developing government owned fixed asset manual in 2007, the federal government property

administration directive No.9/2010 in 2010 and stock management manual in 2010. Furthermore, the federal government's commitment can be explained in the establishment of the Federal public Procurement and Property Administration Agency and the Federal public Procurement and Property Disposal Service in 2010, when the former is the regulatory one and the latter is operational one.

Having in place executable public owned asset management manuals and directives as well as assigning the public bodies to carry out the regulatory and operational works is one of the most importantly crucial step forward towards the realization of an effective and efficient asset management system in the country.

The Federal Public Procurement and Property Disposal Service (PPPDS) was established in 2010 GC under Council of Ministers Regulation No. 184/2010 with the objective of supplying goods and services, which are commonly used by public bodies as well as goods and services that have national strategic significance in the desired quality and at prices attributable to economies of scale resulting from bulk purchases as well as disposing the no more useful assets under the ownership of public bodies by selling in a speedy manner at fair price. This indicates that both the public procurement and property disposal are recognized to be equally important in the eyes of the federal government of Ethiopia. In short the very objective is to assure value for public money through conducting the public procurement and property disposal centrally under one responsible public organ.

Regarding the centralized property disposal process both PPPDS and the beneficiary public bodies have their own role and responsibilities for the effectiveness and efficiency of the property disposal process. In one hand public bodies are responsible for the timely identification of disposable properties and planning for the disposal in each budget year while PPPDS is responsible for disposing them by sell speedily. Therefore, the realization of effective and efficient property disposal process and achieving the maximization of value for money demands the integrated commitment and dedication of the two parties. Furthermore, it requires the commitment of the regulatory body Public Procurement and property Administration Agency (PPPAA). The following up of the execution function by the legislative body and taking corrective action on time is very important (New South Wales Treasury, 2006) cited in (Mata, 2018).

Although, the centralized property disposal has been practiced since the establishment of PPPDS in 2010 its effectiveness is not yet not adequately examined through research. Further, there are claims by the beneficiary public bodies on the effectiveness of the property disposal process as compared with that of the decentralized property disposal process. In the other hand, the beneficiary public bodies are also claimed for their lack of commitment in terms of identification of unusable properties, poor documentation of the disposable properties and lack of early disposal planning.

Therefore, this study intends to examine the effectiveness of the centralized property disposal process and the challenges associated with it in the case of PPPDS.

1.3 The Research Question of the Study

This study intends to answer the following three research questions;

- How effective is the centralized property disposal process in the case of PPPDS?
- What are the major factors affecting the effectiveness of the centralized property disposal process in the case of PPPDS?
- What are the major challenges of the centralized property disposal in the case of PPPDS?

1.4 Objective of the Study

1.4.1 General Objective of the Study

The general objective of this study was to assess the effectiveness of the centralized public property disposal process in the case of the federal public procurement and property disposal service (PPPDS).

1.4.2 Specific Objectives of the Study

This study has the following three specific objectives;

- To assess the effectiveness of the centralized property disposal process in the case of PPPDS.
- To examine the major factors that affects the effectiveness of the centralized property disposal process in the case of PPPDS.
- To identify the major challenges in the centralized property disposal process in the case of PPPDS.

1.5. Significance of the Study

Public property disposal is one of the most important part of assets management process which received a due attention by the Ethiopian government equally with public procurement indicating it is essential importance in assuring the achievement of a complete effective and efficient asset management system in the country. In this regard having in place the a good property disposal system and practice help the country's public service delivery performance as well as support the economy in generating additional revenue and reducing wastage of public funds through selling the unusable public properties on the right time. Furthermore, the centralized property disposal is supposed to have addition benefit in allowing the public bodies concentrate on their own primary mandates thereby raise their performance as well as the cost of the disposal process through as it is performed centrally by single responsible public body. There is no doubt, improving the effectiveness of the performance of the public property disposal process will have enormous economic and administrative benefit that fuels the overall economic growth of the country as well as the capacity of public service delivery of public bodies. Therefore, as the main objective of this study is to assess the effectiveness of the centralized public property disposal process and identifying the major challenges hindering the effectiveness of the process it would have a great significance to the government of the country and to policy makers.

More specifically through identifying and recommending the core areas of improvements this research is also expected to serve as an important inputs to PPPDS and its stakeholders towards improving the effectiveness of the centralized property disposal in which a lot of public funds could be saved for the betterment of public service delivery. It is also believed to be an important input for researchers and academicians who are interested to conduct further study in the relate area.

1.6. Scope of the Study

The main focus of this study was limited on assessing the effectiveness of the centralized public property disposal and the main challenge of the disposal process.

The coverage of this study was also limited to the centralized public property disposal service of the federal public procurement and property disposal service on behalf of the federal public bodies through selling the no more useful properties under their ownership.

1.7. Limitation of the Study

As there is no research without limitation this study also have its own limitations. In this regard lack of adequate literatures in the area of public property disposal in general and centralized public property disposal as a reference material was one of the most important limitation of this study. In the other hand due to time and financial constraints the study was bounded on the primary and secondary data sourced only from PPPDS and did not obtained data from the beneficiary public bodies that obviously could make the study more complete and powerful, however other future studies could be conducted in a broader scope by incorporating the beneficiary public bodies.

1.8. Organization of the Study

This study is organized in five chapters. The first chapter deals with background of the study, research questions, objectives of the research, significance of the study, scope and limitation of the study, and finally the Structure of the study. The second chapter presents concepts and theories related to the study area. Third chapter presents the research design and methodology as well as the model specification. The fourth chapter of the study discusses the presentation, analysis and interpretation of the data deployed and the last chapter presents the summary of the main findings, the conclusion drawn and the recommendations forwards.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Under this section of the study, relevant related literatures to this particular research area are presented. Accordingly both the theoretical and empirical reviews of related literatures as well as the conceptual framework of the study are discussed in this section.

2.1 Theoretical Literature Review

2.1.1 Disposal of the no More Useful Materials

Materials as everything needed and acquired by organization as an input towards producing products or services. Therefore, they represent a diverse mix of things that organizations acquire to perform their operations (Robert et al, 2010). Fixed assets and inventories are among the materials that are acquired by both public and private entities in order to directly or indirectly support their operation in producing goods and services. In order to carry out their operation smoothly and meet the growing demand of the wider society public organizations need a continuous supply of fixed assets and inventories at the required quantity, standard and at the right time. This in turn urges how a good fixed asset management system is critical in maximizing the efficient utilization and the expected benefit of the fixed assets in the public sectors. When materials are readily available in sufficient quantities and in suitable conditions, entities are able to optimize their operations so that plant and labor do not lay idle (Atiga, et al, 2014).

However, fixed assets could become no more useful or obsolete to the owning organization due long service age technological change and due to unplanned excess equation. In this case disposal of the unserviceable fixed asset become investable. In order to secure expected benefits from the already acquired fixed assets, life-time asset management approach that includes prudent management of excess of need, obsolete, surplus, and scrap assets that have no economic value is required from public bodies (MOFED, 2009). Therefore, disposal of unserviceable and surplus assets is one of the most important components of fixed asset management in an organization.

Unserviceable materials refers to those materials that are not performing a function for an organization and require disposing from a location; typically they could be scrap, surplus, excess, obsolete, and waste items that should be removed from organization's premises (Mata, 2018). Keeping unwanted stores results in risks of unnecessary expenditure on storage costs; misguided management effort; gradual loss of the value in those items; and the possibility of disposing assets, at a value lesser than the residual value or best achievable value in the market (Susan & Namusonge, 2014).

A well planned and timely disposal of unserviceable fixed assets should always be considered as one of the crucial asset management process, because it allows organizations to avoid the unnecessary wastage of public funds on the unserviceable properties, and achieve value for money through selling them at the best achievable market price. Therefore, effective decision for the disposal of unserviceable requires a disposal planning. Like acquisition decisions, the disposal planning also should be taken within an integrated planning framework that takes account of service delivery needs, corporate objectives, financial and budgetary constraints and the Government's strategic vision (Government of South Australia, 2017). However, in reality disposal of public property is poorly performed due to lack of disposal planning. In this regard developing and enforcing procedures and policies for a regular evaluation course is highly important for public organizations because it plays a greater role in the realization strategic asset management process through assessing the existing asset utilization and identifying the unserviceable assets with the level of accumulation. This in turn help organizations to have data based early disposal plan and efficient decision making regarding property disposal.

2.1. 2 Reasons for Disposal of Fixed Assets

Public bodies always acquire fixed assets in order to directly or indirectly support operation towards their service delivery. Whenever these assets become no more useful to the acquiring entity disposal became inevitable. Public bodies must dispose the no more needed or when it is no more functional fixed assets in an economic, legal and transparent manner (GOFAMM, 2007). However, property disposal is not without requirements. According to the EFDR Government Owned Fixed Assets Management Manual (2007), fixed assets are disposed when they are unserviceable, obsolete, and surplus and abandoned for the acquiring public

bodies. Therefore, it is important to understand what these four major reasons for disposition of fixed asset mean as it helps public bodies to make efficient property disposal decision.

The definitions of these basic terms in the Government Owned Fixed Assets Management Manual (2007) are presented below as defined in the manual mentioned above:

Unserviceable - due to their long service year or some accident fixed assets may become to the point that they can't support the organizations' operation as required. When the cost of repairing such assets exceeds their expected benefit to the organizations they are said to be unserviceable. As holding such assets leads to incurring unnecessary cost associated to managing the no more useful assets it will be economical to dispose them appropriately.

Obsolete – although there are several factors that make fixed assets obsolete, technological change is the major one. Once fixed assets became technologically outdated it will be problematic to put them in use as they may not fit with other asset in use. Further, the output of such assets may also be no more preferable by the final consumers. In this case disposal becomes more economical than holding such assets.

Surplus- it refers to assets that are neither obsolete nor unserviceable but may simply be procured in quantities that are in excess of entity-specific demand, consequently creating a surplus and thereby rendering their immediate consumption impossible (Atiga, et al, 2014). In such cases it is no more economical to hold such assets other than making them obsolete or unserviceable and disposal will be inevitable.

Abandoned Assets - These are assets held under police or other legal institute's custody, or assets the owners of which are not known or are unable to satisfy some legal requirements to become the final owner of the assets. This includes assets kept by customs and police. The public bodies that keep these assets are not using the items as fixed assets. Rather the assets are held due to the normal course of operation of those public bodies. Hence the assets can be considered as stock and should be dealt with under consumable stocks management system.

2.1.3 When Government Owned Fixed Assets Should be Disposed?

According to (GOFAMM, 2007) property should be disposal should only after the required basic preconditions are completed. Once fixed assets are identified as no more useful by public bodies and decided to be disposed the next step should be segregation of the disposable assets. Segregation of disposable assets by their nature and type help organization identify the appropriate disposal method and the right time for disposal taking in to consideration the cost of disposal and environmental issues.

Segregating disposable public assets help public bodies decide when the disposal process should start through providing information of the urgency of the disposal in relation to the level of accumulation and environmental and health hazard characteristics of the assets to be disposed. The former is the cost perspective of the disposal process and the latter is about the environmental and health aspect of the property disposal. So the disposal process should be started when there is an accumulation of enough quantity of assets to be disposed. On the other hand keeping some assets more than a certain period might cause environmental and health hazard. Such assets should be disposed of as soon as possible (GOFAMM, 2007).

2.1.4 Methods of Property Disposal

The method to be employed in disposing fixed assets should be determined based on the cost and benefit analysis result. The cost benefit analysis should put in to consideration not only the accounting cost benefit analysis rather the economic cost benefit analysis as it considers both the social and environmental costs and benefits of the property disposal method to be employed. The overall intention of identifying the best appropriate is just to enable public bodies maximize the whole life benefit and minimize the whole life cost of assets.

According to the (GOFAMM, 2007) public properties can be disposed either through transferring to other public bodies or through selling to the non-public organizations or individuals.

An asset that is unserviceable to the owning public body may be useful to other organization. Therefore, in this case transferring it to other public bodies becomes the best disposal method. When a public body decides to dispose assets, the first thing it should consider should be demand for assets by other public bodies (GOFAMM, 2007).

When disposal by transfer is not the case public bodies can dispose assets by selling them. There are two methods of disposing public properties by sale, namely sale by public auction and by public tender. However, as stated in the Ethiopian government fixed asset management manual in public bodies should select one of these two methods after a thorough analysis of the advantage and disadvantage of the two methods under the circumstance of the public body in question. The point of the analysis therefore should be based on the financial aspect and the speed of disposal aspect in selecting between the two methods in this regards.

There are also assets that need special procedure of disposal due to their unique nature. In this case the above two methods of disposal may not be appropriate. Therefore, public bodies need to see other options consulting the concerned bodies.

2.1.5 Property Disposal Plan

As one of the most important cycle of fixed asset management, early planning of property disposal is equally important with that of fixed asset acquisition plan. The structured and systematic process that comprises identifying assets that are unserviceable to an organization, assessing benefits of disposal against retention, maximizing value, determining disposal method, and then after preparing and implementing disposal plan, and monitoring performance are requisite in disposal business (New South Wales Treasury, 2006; Department of Treasury and Finance of the government of Western Australia, 2005) cited in (Mata, 2018).

“While elaborate plans are made by county treasuries on procurement of assets in their County Integrated Development Planning paper of each financial year, there is evidence that the same effort is not being given to disposal of obsolete, surplus and unserviceable equipment or assets” (International journals of academics & research, 2019 p.219).

However, in overall public bodies in Ethiopia do not give due attention for property management in general and property disposal in particular. Public bodies usually tend to dispose the no more useful assets in un planned manner forced by some sort of urgency that emanates from the need for the removal of the unserviceable properties when the place occupied by is needed for other purpose such as for building new blocks or when organizations are about to move to some other location for not transporting the unserviceable.

Due to such poor attention given to property disposal a huge amount public fund are exposed for the unnecessary wastage and deterioration as organizations remain holding the non-functional fixed assets for a long time.

It is only through well designed and early disposal plan that public bodies can achieve the best achievable return from the fixed asset under their ownership in their all economic life and minimize the cost associated holding the unserviceable assets. Therefore, the presence of a good designed early annual planning for property disposal is a paramount important for any public organization.

2.1.6 Advantage of Disposing Unserviceable Materials

The main reason for acquisition of assets in general is to facilitate their operation towards providing public service in an efficient manner. In order to achieve this objective public body should establish a good asset management process in which they maximize the expected benefit of the assets under their ownership through assuring value for money. Being one of the most important component of asset management cycle should be given a due attention, otherwise the asset management cycle will remain incomplete and the intended value for money will also never been achieved.

A well planned and timely disposal of the unserviceable or obsolete fixed assets has a multi-dimensional benefit. Disposal of fixed asset using the most appropriate method and at the right time allows organizations avoid the unnecessary cost of managing the no more useful assets and deploy employees to the productive activities. Timely disposal of the unserviceable properties help organizations sell them at the most achievable market price or transfer to the sister public bodies where these properties serve their operation thereby achieve value for money. Accumulated unserviceable assets usually results in the occupied space by the no more useful assets whereas this space can be used for other purpose that actively supports organizational operation.

Accumulating the no more useful assets for a long period of time causes the value of the assets to deteriorate and even damaged over time. Furthermore, if the assets are with hazardous attribute holding them for long time may also become a threat for the well-being of the human kind as well as to the environment. Therefore, the benefit of strategic property disposal practice is beyond the maximization of the economic return rather it also avoids the

unnecessary health and environmental damages. Disposing the no more useful materials in environmentally friendly and fiscally accountable way on time reduces work burden, and safety and security problems; and enables to gain return and economically utilize spaces (MOFED, 2011; BOFED, 2011) cited in (Mata, 2018). Therefore, appropriate and strategic property disposal practice is the most paramount without it the asset management process remain handicap and incomplete.

2.1.7 The Centralized Property Disposal

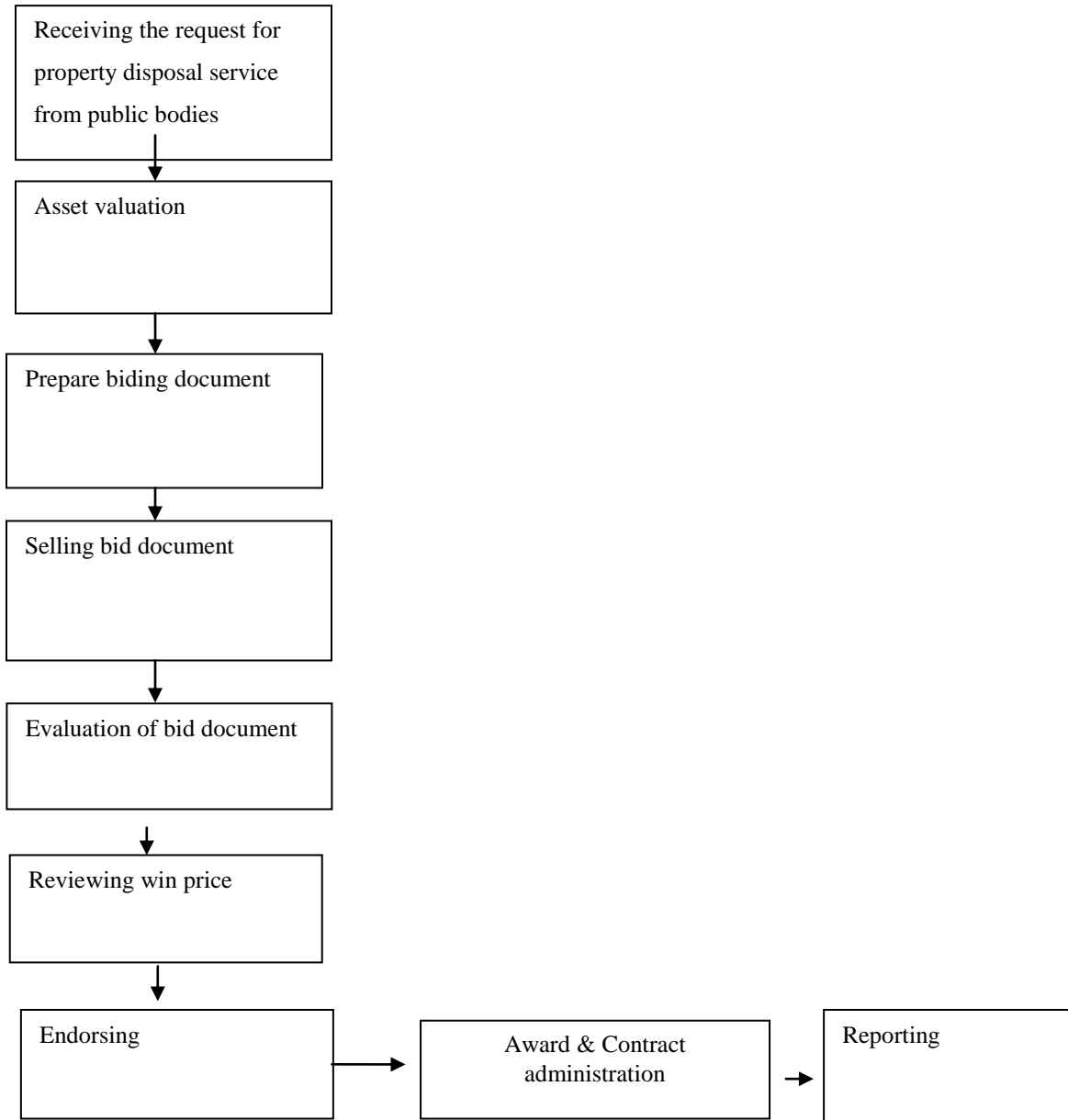
Public Procurement and Property Disposal Service was established under council of ministers regulation No. 184/2010. Disposing properties of public bodies at fair price and in a speedy manner is among the mandates of PPPDS.

The Property Disposal process is a structured approach that enables agencies to identify surplus property and adopt strategies for alternative use or their disposal while property disposal is the process used by an organization to decommission and dispose of assets due to ageing or changes in performance and capacity requirements (Government of South Australia, 2017).

Public Procurement and Property Disposal Service was established under council of ministers regulation No. 184/2010. Disposing properties of public bodies at fair price and in a speedy manner is among the mandates of PPPDS. Here the federal budgetary public bodies are required to present their annual property disposal plan with the detail information and required documents of the properties decided to be disposed by heads of public bodies to the PPPDS. Then the PPPDS disposed the properties under the ownership of differ federal public bodies by public auction. Taking in to account the cost of property disposal and the expected return of the property disposal, the disposal process usually starts when certain level accumulation is reached.

The centralized property disposal process of PPPDS is presented in the diagram below;

Figure 2.1: The Centralized Property Disposal



Source: The researcher 2020

2.1.8 Supporting Theoretical Foundations

Theoretical foundations help researchers to establish a conceptual framework that describes the relationship among the dependent variables and the independent variables incorporated in the research model. Therefore, in order to support the study objective with the concepts and assumption of scientific theories the study used three theories namely; the institutional theory, the inventory theory and the valuation theory.

2.1.8.1 Institutional Theory

Being the one of the traditional approaches institutional theory explains the way how organizations are influenced by the environment they are in. This approach is widely used in examining the public procurement and property disposal elements (Luhmann, 2010 and Ohanda, 2010). This approach emphasizes on regulatory, normative and cultural cognitive as the three basic pillars of institutions. In the case of the normative pillar values and norms are the basis compliance while beliefs and symbols are considered as a means of compliance for the cultural cognitive. With respect to the regulatory pillar, while Rules, laws and sanctions are used as a mechanism for enforcement, appropriateness is the basis for compliance (Njeru & Moronge, 2018). It is with the interaction of these three pillars together resources and activities that institutions can give meaning to life (Scott, 2004). In line with this, the public procurement and property disposal processes in Ethiopia are guided by regulations, guideline and directives with perspective laws where compliance between them is a paramount important.

Based on the institutional theory one can understand that the availability of clear legal framework; regulations, laws and policies determines effectiveness or performance of procurement and disposal process in public institutions.

2.1.8.2 Inventory Theory

As the term inventory refers to items like raw materials, finished products, component parts, supplies, and work-in-process under the ownership of organizations, the very objective of inventory theory is to determine the optimum level of inventory to be maintained thereby reduce the cost related risks of holding un necessary level of inventory. Appropriate inventory management help organization, save a large amount of money by keeping a desirable level of inventory and avoiding unnecessary cost of managing excess asset. In terms of property

disposal inventory management enables organization have complete documentation and recording of assets, identify the level of the no more useful assets, sort them and compute their salvage value. Therefore, through putting in place the right inventory management policy and system organization could have better property disposal planning that help for timely decision for disposal. This in turn assures timely disposal of the no more useful assets in which dual advantage could be achieved in terms of cost reduction and assuring value for money.

Therefore, the inventory theory is found to be more relevant for this study because it enables organization have appropriate disposal planning and assure timely disposal of properties, thus improve efficiency of the property disposal process.

2.1.8.3 The Valuation Theory

This theory deals about the determination of right current value of an asset applying different techniques. In accounting principle the current value of an asset is determined in the use of book value but in reality the actual value of an asset can't be determined using book value. For this reason other techniques like absolute valuation model, discounted cash flow analysis and pricing models were developed for valuation current assets value among them organization to choice the most appropriate one based on their internal business context (Enock, 2020). Therefore, as it helps organization know the value of their asset, valuation theory is the most important role in the economic process at macro and micro level.

However, as described above there is no one fit single asset valuation technique and rule but organization needs to select the most appropriate one from the existing alternative techniques. Whichever the technique to be followed during the valuation process, it should be guided by the rules and regulations. In the Ethiopian federal government case the valuation process is guided by the federal government owned fixed asset management manual (2007). In this manual the procedures to be followed and the formula to be applied is given clearly. However, the valuation formulas and standards in the manual should be flexible and be updated over time to creating an enabling environment for the valuation process and the effectiveness of the disposal process. Therefore, the valuation theory is realized to be applicable in the public property disposal process and relevant for this study.

2.2 Empirical Literature Review

Atiga et al (2015) conducted a study on legal compliance in asset disposal practices in the public sector in Ghana. As indicated in their finding property disposal is not effective because of absence of polices or guidelines in most of public bodies on property disposal, non-reviewing of the existed for long time, poor implementation of guidelines and poor staff competency.

Ndosi (2013) in his study examined the disposal of assets in government executive agencies. His finding revealed that poor staff competency, unclear government policy and absence of specific disposal criteria are the main responsible factor for the poor performance of property disposal activities in the public organization. Studying the effect of unserviceable assets disposal on performance of government ministries in Kenya Marendi and Wahome, (2015) noticed that there are a huge accumulation of unserviceable assets in government ministries as an indication for the ineffective property disposal practice. This is due to the poor asset management practice and lack of disposal plan as well as criteria of asset disposal according to researchers. They also suggested that in order to improve the property disposal process improvement in terms of staff education, technological use and improved policies are required.

Sergio (2010) examine the effect of effectiveness of develop strategies for effective disposal of goods and equipment in public institution. The study finding indicated that asset disposal practices were already existed in public institutions though not effective. He pointed out that the property disposal process to be effective and economical a good property disposal planning that addresses the property disposal process from coding during accusation, identifying who to examine the disposable items, selection of the appropriate disposal method is paramount.

Susan and Namusonge (2014) investigated factors affecting the rate asset disposal in public organization by taking Yatta Sub County- Kenya as a cause. In his finding he pointed out that the rate of asset disposal is low in public organization and the poor disposal planning process is the responsible factor for this.

Kimeu and Were (2013) studied factors affecting disposal of unserviceable assets in public sector in Kenya in the case of Nairobi City County. As revealed in the study finding, poor

asset valuation practice has negative effect on property disposal. The study concluded that effective sorting and grouping of disposable unserviceable properties play a vital role for the effectiveness of the property valuation thereby for the effectiveness of the property disposal process.

Njeru & Moronge (2018) conducted a study on the effects of asset disposal practices on performance of state owned enterprises in Kenya. The study finding revealed that well designed disposal planning, appropriate valuation technique and compliance among disposal producers affects disposal effectiveness positively.

Celestine (2014) assessed the effectiveness of disposal of non- current assets: a case study of the Tanzania Revenue Authority. In the finding, it's indicated that the disposal process was not fully effective. The study also identified complexity of the legal framework, low capacity of staff, lack of reliable information on public assets in place and delays in issuing authorization for disposal of assets as major responsible factors for the lack of the effectiveness of the disposal process.

Enock (2020) studied the challenges associated with assets disposal procedures in public banks in the case of TIB Development Bank and Tanzania Agricultural Bank. Compliance with government guidelines and policies issued in disposal process, appropriate valuation method to obtain for sale values which are competitive during disposal and usage of technology in the disposal process affect effectiveness of disposal process positively.

K. Bwire (2020) conducted a study to identify factors affecting the practice of asset disposal in five selected public procuring entities in Mwanza City. The study finding showed that procuring entities does not fully comply with PPA and its regulations and lack of clear

Policies for disposal and long higher approving authorities and long procedure contribute much to the challenges affecting effective disposal.

Nguyen (2013) examined the effectiveness the valuation equitation for the State-Owned Enterprises in Vietnam. The study finding indicated that the equitation in use is not good in estimating the right current value for disposable items as it causes over vale or under value of assets implying that effectiveness of public property disposal is highly determined by the valuation formula to be applied.

Margaret et al, (2019) investigated the factors influencing asset disposal in the public sector in Kenya County Government of Mombasa. In their finding they revealed that availability of procurement and disposal regulation, staff competency and inventory management are the factors that have positive influence on effectiveness of asset disposal process. In their recommendation they suggested improving staff competency, adoption of modern technology and putting in place of workable regulation are vital to bring about improvement in the asset disposal process.

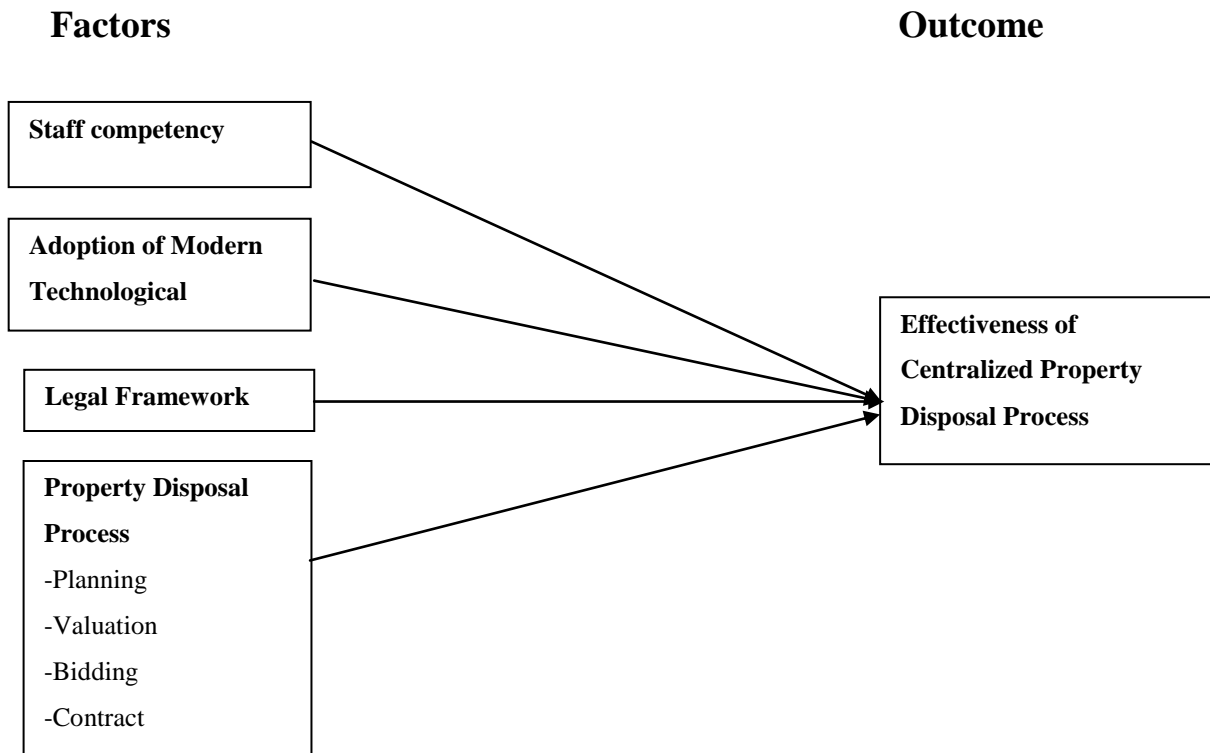
Mata, (2018) assessed the Disposal Practice of Materials in the Public Sector in some selected sub-cities of Addis Ababa. The study finding indicated that huge amount of unserviceable fixed assets are accumulated in public bodies for long period of time. Lack of staff competency and lack commitment by head of public bodies are mentioned as the major reason behind.

2.3 Conceptual Frame Work

Although, the existing literatures are very limited, from the reviewed literatures it was learned that staff competency, workable legal framework, adoption of modern technology, asset valuation methods, disposal planning, commitment of head of public bodies and the inventory management system are among the most important factors that affecting the effectiveness of public property disposal process as well as the achievement of value for money in this regards.

Based on the literature reviewed and the researchers experience the conceptual framework for this particular study formulated by taking in to consideration staff competency, adoption of modern technology, property disposal process including the process of, disposal planning, asset valuation, bid evaluation and contract administration and legal frame work as factors that affecting the effectiveness of the centralized property disposal in the case of PPPDS. Therefore, the conceptual framework for this study is presented in the diagram below;

Figure 2.2: Conceptual Frame Work



Source: adopted from Literatures reviewed, 2020

2.4. Description of Independent Variables and the Relationships with the Dependent Variables

- **Staff Competency:** It refers to the ability of individual employees in doing things efficiently. Competency can be gained through academic theoretical and practical courses as well as through learning in process/experience and make employees perform their duties better. Competent staff members also can do things right at fastest rate and higher quality. Therefore, deploying staff members that are well equipped with the skill and knowledge that the disposal process demands obviously increases the effectiveness of every component of the property disposal processes.
- **Application of ICT:** Supporting work activities with information communication technology allow organization run work processes in a transparent manner effectively. The application of ICT in the property disposal process brings about effectiveness and efficiency, through minimizing errors, assuring transparency and reducing the length

of the process thus increases work quality. Therefore, application of ICT believed to affect the effectiveness of the property disposal process positively.

- **The Legal Framework:** The legal framework refers to the policies, regulations and manuals that the property disposal process is guided by. As mentioned in the related literatures the availability of clear legal framework; regulations, laws and policies determines effectiveness or performance of procurement and disposal process in public institutions. The centralized Public property disposal in the federal government organizations is guided by the Ethiopian Federal Government Procurement and Property Administration Proclamation No.649/2011, the federal government asset administration manual NO 9/2009 and government owned fixed asset management manual 2007. Moreover, PPPDS has also an internal manual for the centralized property disposal No. 3/2012.

All these legal guidelines that are in use in the process of public assets disposal should be clearly defined and there should also compliance among them otherwise the consequence will be conflict of interest, dispute and corruption that in turn may lead to poor performance and lack of effectiveness.

Therefore, to be effective the property disposal process should be guided by clear and enabling legal procedure. If this is the case

- **Disposal Planning:** A good annual property disposal plan helps organization identify disposable properties, for right decision making on the disposal method and time of disposal. This in turn, assure the best achievable return from the fixed asset in their all economic life and minimize the cost associated holding the unserviceable assets. Therefore, the presence of a good designed early annual planning for property disposal affects the effectiveness of the property disposal process positively.
- **Valuation Process:** Asset valuations have a vital role in the process of property disposal because through the application of appropriate asset valuation equation and technique that the current market value of a disposable asset can be determined. Since the property disposal method that PPPDS follows is sale through public auction, the effectiveness of the disposal process is highly determined by the accuracy of valuation technique in estimating the best initial bid price. If the valuation technique deployed is not good the result will be either over valuation or under valuation. In this case the

effectiveness of the property disposal process will be poor both in terms of assuring value for money and cost effectiveness.

- **Bidding Process:** The bidding process is one of the most important steps in the property disposal process. Therefore, the process should be reasonably short, transparent and cost effective. Moreover, the process needs to achieve the maximum achievable price of the disposable asset through allowing the participation of multiple buyers. Thus, the bidding process can highly influence the effectiveness of the property disposal process.
- **The Contract Administration Process:** Once the bid winner is identified the next important step will be signing an agreement with the winning bidder and enforcing the contract accordingly. In this process the timely performing of the payment by the winner and transfer of the asset to the winners is the central point. The disposal process couldn't be complete without appropriate enforcement of the contract. In this regard, the contract administration process is believed to influence the effectiveness of the disposal process through successful accomplishment of the disposal process in a transparent and procedural manner.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter of the study presents the major issues related to the research methodology deployed for this particular study and accordingly, the research approach, the research design, the target population, the sample size determination formula, the data sources, the data collection instruments, the measurements of variables and the data analysis methods of the study was presented under this section of the study.

3.1. Research Approach

In research what determines the research approach to be followed is the nature of the data to be deployed in a particular study. As this study demands both quantitative and qualitative data types thus the appropriate research approach to be used was also mixed approach. Therefore this study used the mix of quantitative and qualitative research approach. Accordingly the quantitative approach was used for the primary data gathered using structured questionnaire and obtained from the secondary sources while the qualitative research approach goes to the primary data gathered via interview.

3.2. Research Design

The research design to be deployed is determined by the purpose that particular study of the study. This study have three specific objective; the first research objective is to assess the effectiveness of the centralized public property disposal process, the second research objective is to identify the major factors affecting the effectiveness of the disposal process and finally assessing the main challenges of the disposal process. Therefore, in order to answer the first and the third objectives of the study descriptive research design was employed while explanatory research design was used to answer the second research objectives of the study. Therefore, in order to answer all the three specific objectives of the study, both descriptive and explanatory research designs were deployed in this study.

3.3. Population and Sampling Design

3.3.1 Target Population of the Study

Target population refers to the population to be studied. Accordingly the target population of this study was the entire employees who have an involvement in the public property disposal process in the case of public procurement and property disposal service. Therefore, the entire employees who are working under the property valuation and disposal directorate and those who are working under information and market price survey directorate was the target population of this study.

3.3.2 Sampling Technique and Sample Size Determination

When the entire population is large in size and compelling data about the entire population is tedious and costly taking a well representative sample is more appropriate. However, when the size of the population to be investigated is small and manageable taking the entire population in to the study will be more appropriate as it is free from any sampling error. For the total target population consists of only 40 employees who have direct participation in the centralized property disposal process and as this number is manageable the researcher preferred to deploy an operation called census. Therefore, the entire target population was incorporated in this study.

3.4 Source of Data and Data type

This research deployed both primary and secondary data of cross-sectional nature. The primary data for this study was gathered using questionnaire and interview technique while the secondary data was sourced from various documents and reporters on property disposal produced by the federal public procurement and property disposal service (PPPDS) at different periods.

3.5 Instruments of Data Collection

In order to obtain the required data that is crucial in answering the research questions of the study three kinds of data collection instruments were used in this study. Accordingly, close ended structured survey questionnaire and open indeed interview were employed to collect the primary data in this study. In addition document review was used to gather the secondary

data for this study. The survey questionnaire was adopted from (Obicci, 2017) and (Kaguo, 2020) with some modification.

3.6 Methods and Techniques of Data Analysis

As this research uses a mix of qualitative data to be collected will be analyzed using quantitative and qualitative method. To analyze the primary data collected through structured questionnaire and document review quantitative data analysis technique will be employed while the interview data is to be analyzed using qualitative data analysis technique.

In order to answer the first and the third research questions the data analysis technique called descriptive statistics will be employed and to answer the second research question correlation and regression analysis technique was utilized in this study. The descriptive statistics result was presented in the form of numbers, frequency percentages and mean using figures and table. The correlation and regression analysis result was presented using correlation coefficient, ANOVA and beta coefficient. Finally the data deployed in this study was analyzed with the use of Statistical Package for Social Science (SPSS) Version 20.

3.7. Research Reliability and Validity

3.7.1 Reliability Test

Prior the use of the data collection instrument in a study it is important to test its reliability. A measurement one is going to deploy in a research to be said sound it must pass the tests of validity, reliability, and practicality (Kothari, 2004). Reliability refers to the level of ability of the data collection instrument in providing consistent result on repeated trials in different places and time. Internal consistency or reliability is a measure of consistency between different items of the same construct and Cronbachs alpha coefficient is a widely used measure of reliability was designed by Lee Cronbach in 1951 (Bhattacharjee, 2012). In this regard a measurement with alpha coefficient value between 0.8 and 0.95 can be considered to have very good internal consistency, with alpha coefficient value between 0.7 and 0.8 are considered to have good reliability while alpha coefficient value between 0.6 and 0.7 represent fair level of reliability (Zikmund, Babin and Griffin, 2010).

Therefore, in order to assure the accuracy and reliability of the study findings the most commonly used method of reliability test called Cronbach's Alpha coefficient was deployed in this study. The result in the table 3.1 below indicates the test conducted to demonstrate the reliability of the measurements used in this particular study. Accordingly the Cronbach's

Alpha coefficient was registered as .914 attesting the high internal consistency among the items and the higher degree of reliability of the measure deployed.

Table: 3.1 Reliability Test Result

Cronbach's Alpha	N of Items
.914	62

3.7.2 Validity Test

The validity test help researchers measure the ability of the instrument to be deployed in a given study in measuring what is supposed to measure (Kothari, 2004). In order to assure the validity of the instrument in this study the researcher has been developed based on previous studies and review of related literature and standard questions in the related research area.

In addition experts with adequate experience and expertise in the area of fixed asset management and property disposal as well as the research advisors judgment were used to evaluate the content validity in this particular study.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This main aim of this study was to assess the effectiveness of the centralized public property disposal process in the case of public procurement and property disposal service (PPPDS). This chapter presents the result, interpretation and discussion of the data analysis. Therefore, the chapter is consist of the response rate of the questionnaires, the general profile of respondents and the result of the findings on the effectiveness of the centralized property disposal process in the case organization. Accordingly the result of the analyzed data was presented orderly as per the three specific objectives of the study.

4.2 Response Rate

The respondents for the questionnaire survey were 40 in number composed of 35 experts who have direct involvement in the property disposal process and 5 members of the bid indorsing committee. All the distributed 40 questionnaires were properly filled and received back, making the response rate 100 percent. In addition 9 respondents consist of 3 senior expert, 4 team leaders, 1 director and 1 deputy general director were also interviewed.

4.3 General Profile of the Respondents

According to Simon & Goes (2013) the perception of respondents and the quality of their response on a given questionnaire is believed to be influenced by the qualifications, service years, subject specialty, and job position of the respondents. In other hands such factors have also an association with the effectiveness of the public property disposal process as all the respondents have a direct involvement in the process. Therefore, this section presents the profile of the respondents that comprising of sex, age group, the level of education, service years and their job position.

4.3.1 Sex of the Respondents

Aiming to understand the level of gender balance in the public property disposal process, respondents were asked to indicate their gender. The result in the table 4.1 below indicates that about 55 percent of the respondents are male while the remaining 45 percent accounts to female respondents, indicating that male respondents are slightly higher than female respondents. As all the respondents are those who have direct involvement in the public property disposal process, it is evident that there is relatively good gender balance in the public property disposal process. Assuring gender balance in public sector service delivery improves the quality of public service delivery according to Conley and Page (2014). Therefore, such balanced gender proportion in employees helps the case organization in providing better property disposal service.

Table 4.1: Sex of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	22	55.0	55.0	55.0
	female	18	45.0	45.0	100.0
	Total	40	100.0	100.0	

Source: own survey

4.3.2 Age of the Respondents

From the result in table 4.2, 40 percent of the respondents are in the age group 31- 40 years, 35 percent fall in the age group 21- to 30 years, 22.5 percent of them are in the range 41-50 years while the remaining 2.2 percent are in the age group 51-65 years. The result indicates that majority of the respondents are at their productive age and are believed to have high contribution towards the effectiveness of the public property disposal process.

Table 4.2: Age of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	14	35.0	35.0	35.0
	31-40	16	40.0	40.0	75.0
	41-50	9	22.5	22.5	97.5
	51-65	1	2.5	2.5	100.0
	Total	40	100.0	100.0	

Source: own survey

4.3.3 Level of Education of the Respondents

The respondents' level of education is considered to have an influence on the degree of understanding the questions in the questionnaire and the quality of their response in terms relevance. Table 4.3 revealed that about 80 percent of the respondents were degree holders and the remaining 20 percent of the respondents were second degree holders. From the finding one can understand that the respondents have good educational background and are in a position to understand all the questions and provide relevant response to this specific study.

Table 4.3: Respondents Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	first degree	32	80.0	80.0	80.0
	Masters	8	20.0	20.0	100.0
	Total	40	100.0	100.0	

Source: own survey

4.3.4 Position of the Respondents in the Organization

Job position of Respondents is one of the most important factors that influence the respondents' perception and the relevance of their response on the questions included in the questionnaire. The result in table 4.4 indicates that 75 percent of the respondents at expert position. 15 percent of the respondents were at team leader position and the rest 10 percent of the respondents were at the position director. The result revealed that the majority of the respondents at the expert level followed by those who were at the team leader and director position which is most expected result as the execution public services are performed by the lower staff members.

Table 4.4 Respondents Job Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	director	4	10.0	10.0	10.0
	team leader	6	15.0	15.0	25.0
	expert	30	75.0	75.0	100.0
	Total	40	100.0	100.0	

Source: own survey

4.3.5 Work Experience of the Respondents

As shown in the table 4.5 about 37.5 percent of the respondents were with total work experience 11-15 years, 32.5 percent of them had 6- 10 years of work experience and the remaining 30 percent accounts to those with 1-5 years of work experience. These findings confirmed that the majority of the respondents were with adequate work experience and expected to provide most relevant information for the study as they have better understanding and knowledge regarding the issue under study.

Table 4.5 Work Experience of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	12	30.0	30.0	30.0
	6-10	13	32.5	32.5	62.5
	11-15	15	37.5	37.5	100.0
	Total	40	100.0	100.0	

Source: own survey

4.4 Descriptive Analysis

The descriptive analysis was done to answer the first research question which is the effectiveness of public property disposal process in the case organization. Accordingly the analysis was conducted as per the conceptual framework developed for this particular study that comprises of staff competency, use of ICT, disposal planning, asset valuation, bidding, contract administration, legal framework and the effectiveness of public property disposal. The result of the analysis was described using mean and standard deviation. Therefore, respondents were asked to rate all the statements under each variables with likert's five scale of measurement. The interpretation of score of the mean value was as follows; 1.00-1.80= very poor, 1.80-2.60= poor, 2.60-3.40=neutral, 3.40-4.20= good, and 4.20-5.00= very good.

4.4.1 Staff Competence for the Effectiveness of the Public Property Disposal Process.

The overall success of any organization in general and the effectiveness of organizational process in particular are highly determined in the quality and competency of its human resource. Therefore, it is important to understand the level of staff competency in this regards. Under this section of the study an attempt was made so as to understand that whether the public property disposal staff members were with the necessary skills, experience and motivation to undertake the disposal activities as effectively required.

The result in table 4.6 indicated that the various questions regarding staff competency in average were rated by the respondents as moderate with mean value of 3.25(Std. Deviation =.7156). From the study finding it can be seen that the property disposal staff members are with good competency in terms of having the right theoretical knowledge, experience and

education background. In other hand the staff members who engaged in the centralized property disposal were judged by the respondents as moderately competent as evaluated in terms of technical skill and superior level of education. This implies that the disposal staff members with the right technical skill and higher level of education are not adequate. In addition the bid endorsing committee members were perceived by the respondents as moderately knowledgeable and experienced of the property disposal process as well as moderately empowered and motivated to carry out their task.

Table 4.6 Staff Competency

Statements	N	Mean	Std. Deviation
It has adequate knowledgeable Staff members with significant role in improving the effectiveness of centralized property disposal process.	40	3.43	.781
It has empowered and motivated Professionally experienced staffs that carry out their duties well thus improving effectiveness of centralized property disposal process.	40	3.45	.876
It has Staffs with technical skills that can do things right the first time thus improving effectiveness of centralized property disposal process.	40	2.85	.975
It has Staffs with technical skills that can do things effectively and efficiently, hence improving effectiveness of centralized property disposal process.	40	3.10	1.033
It has Staff members with the right education that perform their tasks efficiently, thus improving effectiveness of centralized property disposal process.	40	3.60	.955
It has well motivated staff members with superior level of education that contribute towards the effectiveness of the centralized property disposal process.	40	3.15	1.075
The Bid endorsing committee's members are with adequate knowledge and experience of property disposal and asset management thus do things effectively.	40	3.32	.797
The Bid endorsing committee members are empowered and motivated to carry out their duties more effectively and efficiently.	40	3.07	.917
Ave staff competency	40	3.25	.7156
Valid N (list wise)	40		

Source: own survey

The knowledge gained through education and experience alone is not sufficient to do work in an effective and efficient manner thereby maximize the contribution towards the effectiveness of the organizational service delivery. It is skill that helps professionals apply their knowledge in a given specific situation or activities and achieve the intended result. In the other hand people with superior level of education believed to have a problem solving ability as well as to produce new and better ways of doing things through research. Thus, coupled with lack of technical skill, lack of employees with superior level of education in the centralized public property disposal made the staff competency in the case organization to be judged as poor.

The study finding also attested that the bid endorsing committee members as staff members who have part in the disposal process besides being less knowledgeable and experienced are also not well motivated and empowered. This implies that they are not competent and their contribution to the effectiveness of the disposal process is poor. In overall the disposal the staff competency is not adequate according to the study finding.

4.4.2 Adoption of ICT for the Effectiveness of the Public Property Disposal Process.

The role of ICT in promoting the effectiveness of work process no doubt is a proved fact globally. The application of ICT in the property disposal process help in shorting the length of the process, reduce human error and ensures transparency thereby enhance effectiveness. Therefore, this section of the study sought to assess how much the process is ICT Supported and understand how the respondents perceive its importance in terms improving the disposal process's effectiveness.

Table 4.7 shows that in overall the use of ICT is perceived by the respondents as moderate with mean value 3.32 (**Std. Deviation** =.890). This impels that the centralized public property disposal is not ICT sported to the required level. This result was also supported by the respondents' perception to this specific question with the mean value of 2.58(**Std. Deviation** =.844) confirming the process is only moderately ICT sported. However, the respondents perceived that sporting the public property disposal by ICT improves the process's effectiveness with the overall mean score of the various questions on the role of ICT in the process effectiveness 3.47. Although, the role of ICT in improving the disposal process effectiveness rated as good, the actual application of ICT in the process not adequate as judged by the respondents this in turn reduces the process's effectiveness.

Table 4.7 Application of ICT

Statements	N	Mean	Std. Deviation
The centralized property disposal process is information technology supported this in turn increased effectiveness of the process.	40	2.58	.844
Performing the process of property disposal with information technology increases effectiveness of the process through increasing the speed of doing things.	40	3.43	1.107
Information technology supported property disposal process increases effectiveness of the process through reducing costs of the process.	40	3.32	1.095
Information technology supported property disposal process improves effectiveness through increasing the productivity of every unit of resource deployed in the process.	40	3.40	1.172
Information technology allows communication and collaboration with bidders and beneficiary public bodies in a cost effective manner, thus improves effectiveness of the process of the centralized property disposal.	40	3.50	1.177
Information technology allows communication and collaboration with bidders and beneficiary public bodies in a time saving manner, thus improves effectiveness of the process of the centralized property disposal.	40	3.70	1.043
Ave technology adoption	40	3.32	.890
Valid N (list wise)	40		

Source: own survey

4.4.3 Disposal Planning for the Effectiveness of the Public Property Disposal Process.

A good annual property disposal plan helps organization identify disposable properties, present the disposal proposal for authority for right and timely decision making and allows time of disposal the unserviceable properties. This in turn, assure the best achievable return from the fixed asset in their all economic life and minimize the cost associated holding the

unserviceable assets. Therefore, the presence of a good designed early annual planning for property disposal no doubt enhances the effectiveness of the property disposal process.

Therefore, this section of the study intends evaluate the status of the effectiveness of centralized public property disposal process in terms of planning.

From the result in table 4.8 it is revealed that the centralized property disposal planning is moderately practiced in the case organization as rated by the respondents mean value 3.21 (**Std. Deviation** =.494). This finding confirmed that the public property disposal practice is not adequate to achieve the intended effectiveness in the disposal process. However, the poor performance in the disposal planning was emanated from the weakness of the beneficiary public bodies in terms giving attention to the property disposal as a component of the asset administration process and including in their annual asset administration plan, presenting their property disposal request as per the scheduled time period and properly filling the required information as per the designed standard format of PPPDS. Otherwise PPPDS was rated as good in having annual plan of property disposal, communicating with the beneficiary public bodies and in putting in place standard format for disposal service request by the beneficiary public bodies.

Table 4.8 Disposal planning

Statements	N	Mean	Std. Deviation
PPPDS has an annual plan of property disposal.	40	3.77	.800
The Beneficiary public bodies consider the property disposal process as a component of property administration process and include it in their annual plan of property administration.	40	2.73	.960
PPPDS regularly communicates with beneficiary public bodies early before the fiscal year to suit its annual plan with the annual plan of beneficiary public bodies.	40	3.65	.662
There is a standard format for requesting property disposal service to PPPDS to each category of property.	40	3.60	1.105
Most of the time beneficiary public bodies present the request for property disposal service within the scheduled time period using the standard format.	40	2.80	.823

Most of the time beneficiary public bodies present the request for property disposal service properly filling all the required information of the disposable properties using the standard format.	40	2.73	.816
Ave disposal planning	40	3.21	.494
Valid N (list wise)	40		

Source: own survey

4.4.4 Asset Valuation for the Effectiveness of the Public Property Disposal Process.

One of the most important factors that affect the effectiveness of the public property disposal process is asset valuations. Therefore, in order to assure the maximum achievable value, the process of asset valuation the current market value for the no more usable public properties should be guided with the appropriate asset valuation equation and technique. As the property disposal method that PPPDS follows is disposal by sale through public auction the effectiveness of the disposal process is highly to be determined by the accuracy of valuation technique in estimating the best initial bid price. If the valuation technique deployed is not adequate and enabling the consequent result will be either over valuation or under valuation. In this case the effectiveness of the property disposal process will be poor both in terms of assuring value for money and cost effectiveness.

The result in table 4.9 revealed that the asset valuation process in use was perceived as neutral in average against the various questions raised about the asset valuation process with mean value of 3.03 (**Std. Deviation** =.422). The finding also indicated that among the various statements on the asset valuation process the use of current market price or replacement price survey data and it is contribution for determining the best initial bid price were rated as good with mean score of 3.55 (**Std. Deviation** =.783) and 3.70 (**Std. Deviation**=.966) respectively. In the other hand the respondents perceived the statement of the use of standard scientific equation in the asset valuation process as neutral with the mean score of 3.30 (**Std. Deviation**=.939). Although, the respondents found to be neutral for the use of standard formula for asset valuation, the researcher attested that standard asset valuation equation clearly presented in the government owned fixed asset manual (GOFAMM, 2007), the problem is that it was not revised since 2007 and fail to be used in the valuation of the newly

emerged brands vehicles and machineries, that why the respondents perceived this statement as moderate. Similarly the applicability of the equation for all sort of properties with different brands, its flexibility to incorporate the newly emerging brands and models of vehicles and machineries and the existence of an independent team for asset valuation work were also rated as neutral by the respondent were also judged to be moderate by the respondents. In overall the asset valuation process was confirmed to be less adequate to ensure the effectiveness of the centralized public property disposal process. The implication is that the valuation process is not effective both in terms of value for money and cost effectiveness principles.

Table 4.9 Asset Valuation

Statements	N	Mean	Std. Deviation
Valuation of the disposable items is done based on standard scientific formula for all sort of items.	40	3.30	.939
In valuating disposable items market price survey data is used as an input.	40	3.55	.783
The asset valuation equation in use is applicable for all sorts of machineries and equipment's with all the existing brands.	40	2.68	.917
The asset valuation equation in use is flexible to incorporate the newly emerging brands and models of vehicles and machineries.	40	2.45	.815
The asset valuation process is conducted by a separate team other than the market price survey team.	40	3.13	.966
The asset valuation equation in use allows the valuation of assets when their replacement market price is not available in the market.	40	2.23	.800
The existing asset valuation formula helps set the best initial bid price.	40	3.25	.899
The market price data helps estimate best initial bid price.	40	3.70	.966
Average asset valuation	40	3.03	.422
Valid N (list wise)	40		

Source: own survey

4.4.5 Bidding Process for the Effectiveness of the Public Property Disposal Process.

Once the asset valuation process is completed the next step towards public property disposal is the bidding process. This process stretched from bid document preparation to the public announcement of the bid, from bid opening to bid evaluation, from identification of the bid winner to bid endorsement. Therefore, the effectiveness of this process highly determines the overall effectiveness of the centralized public property disposal. This process to be said effective it needs to be guided by the public property management procedure and carried out in a transparent manner.

The finding in table 4.10 below indicated that the overall the bidding process was good as perceived by the respondents with the mean score vale of 3.90 (**Std. Deviation**=.380). In addition all the statements regarding the bidding process also judged as good by the respondents confirming that the process transparency, in accordance with procedures and timely and effective in general.

Table 4.10 Bidding Process

Statement	N	Mean	Std. Deviation
PPPDS usually use medias with higher converge to announce bids for property disposal thus every interested bidders have equal access to be informed.	40	3.93	.616
Each parts of the bidding documents, especially evaluation criteria, methodology and technical requirements are endorsed by an independent body other endorsed other than bid endorsing committee, thus improves effectiveness of the process the centralized disposal process.	40	4.05	.815
The existing bid evaluation process is best on selection of the best auction.	40	3.92	.656
The existing bid evaluation process do not allow applying other criteria than those stated in the bidding document.	40	3.85	.893
Those who engaged in the asset valuation process do not involve in bid valuation process.	40	4.07	.829

The bid evaluation committee team submits the result to the endorsing committee within the bid validity period.	40	3.80	.823
The bid endorsing committee Endorses the bid evaluation results within the bid validity period.	40	3.87	.791
The process allows adequate time for complaints on the result of bid evaluation.	40	3.90	.709
Ave bidding process	40	3.90	.380
Valid N (list wise)	40		

Source: own survey

4.4.6 The Contract Administration Process for the Effectiveness of the Public Property Disposal Process.

Once the bid winner is identified the next important step will be signing an agreement with the winning bidder and enforcing the contract accordingly. In this process the timely performing of the payment by the winner and transfer of the asset to the winners is the central point. The disposal process couldn't be complete without appropriate enforcement of the contract. In this regard, the contract administration process is believed to influence the effectiveness of the disposal process through successful accomplishment of the disposal process in a transparent and procedural manner. Thus, this section of the study sought to evaluate the effectiveness of the contract administration process of the centralized public property disposal.

The result in this regard revealed that the overall contract administration process is moderate with the mean score value of 3.20(Std. Deviation=.640). This implies that in overall the contract administration process found be not effective as the required level to contribute to the effectiveness of the public property disposal process. Among the various statements regarding the effectiveness of contract administration process, the clearly presentation of each rights, duties and responsibilities of each contracting parties, the timely signing of agreements with the winners and the contract enforcement practice were rated as good by the respondents. However, the process was judged as neutral in terms of having in place of an adequate team for the process, contract follow up and overall performance of the process while the availability of an independent team for this particular task was rated as poor. Therefore, the

study finding urges the need of improving this process in general and the deployment of an independent team with adequate staff in particular.

Table 4.11 Contract Administration Process

Statements	N	Mean	Std. Deviation
The contract document clearly presents each rights, duties and responsibilities of each contracting parties.	40	3.83	.813
There is a separate team other than bid evaluation team for administrating contact signed between PPPDS and bid winners.	40	2.32	.997
Once the bid winners has identified PPPDS signs a contract agreement with the winners within the standard time schedule without delay	40	3.60	.841
The contract administration process is conducted by adequate and qualified experts.	40	2.87	.966
In the case of property disposal the contract administration is performed well.	40	3.18	.874
There is a regularly strict contract administration/follow up once the contract is signed between the contracting parties till the closing of the contract.	40	3.15	.949
In the case of property disposal the contract there is good enforcement of the contract agreement.	40	3.43	1.107
Ave contract administration	40	3.20	.640
Valid N (list wise)	40		

Source: own survey

4.4.7 Legal Framework for the Effectiveness of the Public Property Disposal Process.

The legal framework refers to the policies, regulations and manuals that the property disposal process is guided by. As mentioned in the related literatures the availability of clear stated legal framework; regulations, laws and policies determines effectiveness or performance of procurement and disposal process in public institutions. Therefore, this section of the study intends to assess whether there exists an enabling legal framework for the public property

disposal to be guided by. As the emplacement of the legal framework alone is not a sufficient condition, examining the extent of appropriate application of the legal framework in the disposal process is also the other focus in this section.

The finding in table 4.12 below shows that in aggregate the legal framework is moderately enabling to the achievement of the intended level of effectiveness of the disposal process with the mean score value of 3.29(**Std. Deviation**=.511). From the study finding one can learn that there exists an adequate legal framework for the public property disposal at federal government level and the e various components of the legal framework are also compliance each other as judged by the respondents as good with the mean score value of 3.63(**Std. Deviation**=.774) and 4.00(**Std. Deviation**=.506) respectively. The availability of an internal manual that addresses the property disposal process end to end for each category of disposable item was rated as neutral by the respondents with mean score value of 3.18(**Std. Deviation**=.675). This respondents' perception was due to the fact that although there exists an internal manual it lacks a detail guide for the process of the property disposal.

The existing legal framework was also rated as good in terms of giving equal chance for those who are interested to participate on the bid and presenting the duties and responsibilities of the beneficiary public bodies and PPPDS with the mean score vale of 3.42 (**Std. Deviation**=1.08) and 3.80 (**Std. Deviation**=.791) respectively.

As the presence of a legal framework alone is not a guarantee for the effectiveness of the disposal process, respondents were also asked to rate same statements how much enabling is the legal framework. Accordingly the practice of amending or revising the federal governments fixed asset manual in which the process is governed when gaps that hinder the disposal process were identified was rated as neutral with the 2.88 (**Std. Deviation**=.966). In the other hand the statements whether there is a clear direction for the disposal ofk8 properties with totally or partially document less and for the revision of initial bid price when the properties fall to be sold for three consecutive rebids were rated as moderate with the mean value of 2.83 (**Std. Deviation**=.966) and 2.48(**Std. Deviation**=.1.154) respectively. The bidders complain on the legal framework also the other statement rated as neutral by the respondents with the mean value of 3.38 (**Std. Deviation**=.838). In general the findings indicate that there are some gaps on the legal framework that affect the effectiveness of the process.

Although, the existence of the already in placed legal framework for the public property disposal is encouraging in order to fill these gaps and make the it support the disposal process to the fullest the existing legal framework need to be revised based on the identified gaps.

Table 4.12 Legal Framework

Statements	N	Mean	Std. Deviation
There is adequate legal framework for centralized property disposal.	40	3.63	.774
The various components of the legal framework of centralized property disposal is consistent/compliance each other.	40	4.00	.506
There is internal manual for centralized property disposal which addresses the property disposal process end to end for each category of disposable item.	40	3.18	.675
The federal government owned fixed asset management manual is open for amendment when gaps are identified in the due process.	40	2.88	.966
The federal government owned fixed asset manual has a room for the disposal of document-less or partly document-less properties.	40	2.83	1.059
The federal government owned fixed asset manual has a clear procedure for the revision of the initial bid price when failed to be sold after 3 reputed trails.	40	2.48	1.154
The legal framework of centralized property disposal gives equal chance for each interested individuals and organization to participate as a bidder.	40	3.42	1.08
The roles of the disposing entities and PPPDS are clearly identified in the legal framework of centralized property disposal.	40	3.80	.791
Bidders complain on the rules and procedure of centralized property disposal.	40	3.38	.838
Ave legal framework	40	3.29	.511
Valid N (list wise)	40		

Source: own survey

4.4.8 Effectiveness of the Public Property Disposal Process.

The public property disposal as a final cycle of fixed asset management process need to be effective to assure the completeness and effectiveness of the entire fixed asset management process through achieving the principle of value for money. The centralized public disposal was in placed to be conducted by PPPDS so as to enable the disposal of public property in the speedy, timely and cost effective manner at a socially and economically fair price. Therefore, this section of the study sought to evaluate how much the public property disposal process is effective.

In this regard, the study finding in the table 4.13 revealed that the aggregate mean score of the various statements on the effectiveness of the process was rated as good with the mean score value of 3.74 (**Std. Deviation**=.473). In addition as indicated in the same table all the various statements regarding the effectiveness of the process individually were also rated as good. The finding confirmed that the status effectiveness of the centralized public property disposal was good as perceived by the respondents. Although, the current status of the effectiveness of the process is encouraging there are a lot to be done to improve the effectiveness of the process to meet the maximum possible level of effectiveness. Therefore, the PPPDS need to bring about improvements on the major components of the disposal process as well as on other factors that influence the effectiveness of the disposal process as the level of the use of ICT and staff competency.

Table 4.13 Effectiveness of the Property Disposal Process

Statements	N	Mean	Std. Deviation
The Centralized property disposal process helps in disposing the no more useful properties owned by beneficiary public bodies through selling at the right price thereby assure value money for properties than the decentralized one.	40	3.68	.616
The Centralized property disposal process helps in reducing the accumulation of the no more useful properties at short period of time than the decentralized one.	40	3.45	.846
The Centralized property disposal process helps in reducing the cost of properly disposal than the decentralized one.	40	3.82	.675

The Centralized property disposal process helps in assuring transparency and mitigating the act of corruption than the decentralized one.	40	4.00	.555
The Centralized property disposal process has significant contribution in the performance beneficiary public bodies by allowing them concentrate on their primary mandates.	40	3.90	.632
The Centralized property disposal process helps contracts to be delivered on time, completed within the agreed price & in the right quantity.	40	3.62	.705
The Centralized property disposal process assures effective and efficient management of performance, delivery and payment.	40	3.67	.730
The Centralized property disposal process assures active risk mitigation, management and resolution of issues and disputes.	40	3.75	.670
Ave effectiveness of disposal process	40	3.74	.473
Valid N (list wise)	40		

Source: own survey

4.5 Inferential Statistics

The use of inferential statistics allows inferring of the total population based of sample data. In this regard correlation analysis was applied to explain the type and degree of association between the dependent variable and the explanatory variable, while multiple regression analysis was used to examine the effect of the explanatory variables on the dependent variable both in terms of magnitude and direction.

4.5.1 Correlation Analysis

Correlation analysis helps researchers understand the direction and magnitude of the association exists between the variables included in the regression model. Therefore, in this section of the study correlation analysis between the dependent variable and the five independent was done using Pearson correlation analysis technique. The correlation coefficient always fall between 0 and 1, the closest the correlation coefficient to one indicates the higher degree of association between two variables and when the correlation coefficient is closest to 0 is an indication for the weak association between two variables. The result of the correlation analysis was presented in the table 4.14 below.

Table 4.14 Correlation Analysis Result

		Staff competency	ICT technology adoption	Disposal planning	Asset valuation	Bidding process	Contract administration	Legal framework	Effectiveness of disposal process
Staff competency	Pearson Correlation	1	.113	.280	.585**	.372*	.345*	.443**	.662**
	Sig. (2-tailed)		.487	.081	.000	.018	.029	.004	.000
	N	40	40	40	40	40	40	40	40
ICT adoption	Pearson Correlation	.113	1	.420**	.090	.016	.086	-.018	.110
	Sig. (2-tailed)	.487		.007	.579	.924	.600	.911	.498
	N	40	40	40	40	40	40	40	40
Disposal planning	Pearson Correlation	.280	.420**	1	.239	.206	.496**	.140	.299
	Sig. (2-tailed)	.081	.007		.137	.203	.001	.388	.061
	N	40	40	40	40	40	40	40	40
Asset valuation	Pearson Correlation	.585**	.090	.239	1	.340*	.366*	.730**	.865**
	Sig. (2-tailed)	.000	.579	.137		.032	.020	.000	.000
	N	40	40	40	40	40	40	40	40
Bidding process	Pearson Correlation	.372*	.016	.206	.340*	1	.401*	.173	.366*
	Sig. (2-tailed)	.018	.924	.203	.032		.010	.287	.020
	N	40	40	40	40	40	40	40	40
Contract administration	Pearson Correlation	.345*	.086	.496**	.366*	.401*	1	.189	.432**
	Sig. (2-tailed)	.029	.600	.001	.020	.010		.242	.005
	N	40	40	40	40	40	40	40	40
Legal framework	Pearson Correlation	.443**	-.018	.140	.730**	.173	.189	1	.734**
	Sig. (2-tailed)	.004	.911	.388	.000	.287	.242		.000
	N	40	40	40	40	40	40	40	40
Effectiveness of disposal process	Pearson Correlation	.662**	.110	.299	.865**	.366*	.432**	.734**	1
	Sig. (2-tailed)	.000	.498	.061	.000	.020	.005	.000	
	N	40	40	40	40	40	40	40	40

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: own survey

As it can be seen in the table 14 above the correlation matrix findings reveal that there exists a strong and positive association between the effectiveness of the disposal process and staff,

competency, asset valuation and legal frame work at 1% significant level with correlation coefficient $r= .662$, $r= .865$ and $r= .734$ respectively.

In other hand the result also indicated that there exist statistically significant and low positive correlation between the effectiveness of the disposal process and bidding process, and contract administration at 5% significance level with correlation coefficient $r= .366$ and at 1% significant level with correlation coefficient $r= .432$ respectively. However, the correlation analysis result confirmed that there is no statistically significant association between the dependent variable and both ICT adoption and disposal planning.

Once the correlation analysis result confirmed that there exists a significant correlation between the dependent variable and at least one of explanatory variables the next step will be to determine the magnitude and dimension the effect of the explanatory variables on the dependent variable through regression analysis.

4.5.2 Regression Analysis

Under this section the effect of the explanatory variables on the dependents variables was examined using multiple regression technique. Regression analysis help researchers specify the cause and effect relationship between variables.

Therefore, the model of the regression analysis was specified by taking effectiveness of the centralized disposal process as a dependent variable while staff competency, ICT adoption, disposal planning, asset valuation, disposal process, contract administration and legal framework considered as independent variables.

Therefore, the regression model can be presented as follows;

$$EDP = \beta_0 + \beta_1STC + \beta_2ICT + \beta_3DP + \beta_4AV + \beta_5BPR + \beta_6CA + \beta_7LFW + \varepsilon_i$$

Where; β_0 = the constant term or the intercept.

$\beta_1, \beta_2, \dots, \beta_6$ = elasticity coefficients or the magnitude of the effect of the in dependent variables on the dependent variable.

SC= Staff Competency

ICT= Information communication technology adoption

DP= Disposal Planning

AV= Asset Valuation

BPR= Bidding Process

CA= Contract Administration

LFR= Legal Framework

ε_i = The error term or the effect of the unobserved dependent variables on the dependent variable.

4.5.2.1 Diagnosis Test Result

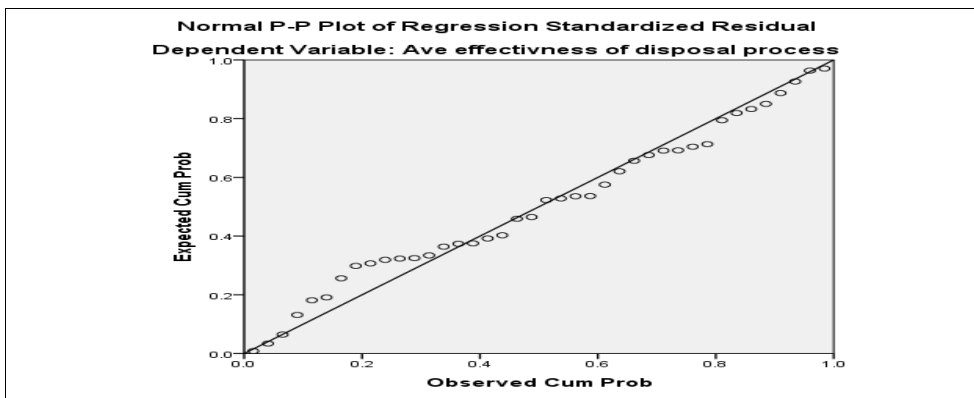
In order to apply the ordinary least square (OLS) technique in regression analysis the data to be deployed need to fulfill the five assumptions of OLS. The violation of one of these assumptions may lead to spurious regression result. Therefore, the diagnosis tests were performed in order to avoid invalid regression results. The diagnosis tests result revealed that the model has passed all the tests i.e. have no serial correlation, heteroscedasticity, Multicollinearity and non-linearity. It has also fulfilled the assumption of normality.

Linearity

In order to apply a multiple regression with ordinary least square (OLS) the relationship that exists between the dependent variable the independent variable need to be linear. In this study among the various methods of testing linearity scatter plot diagram with line of fit was applied to see whether the relationship is linear.

The result of scatter plot diagram with line of fit confirmed that a linear relationship existed between the dependent variable and those independent variables.

Figure 4.1: Test of Linearity



Source: own Survey Data Analysis Output

Normality

One of the assumptions in multiple regression analysis with ordinary least square (OLS) method is that the sample data is obtained from normally distributed population. This implies that errors are normally distributed, and that a plot of the values of the residuals will approximate a normal curve (Keith, 2006). Among the various methods of testing for normality of data like PP plot and histogram of the standardized residuals Kolmogorov-Smirnov and Shapiro-Wilk test of normality is more appropriate for it gives the null and alternative hypothesis. The null hypothesis is stated as the sample date is not obtained from not normally distributed population while the alternative hypothesis is the null hypothesis is false. One fails to reject the null hypothesis if the level of significant is above 5 %. The result of the normality test of Kolmogorov-Smirnov and Shapiro-Wilk revealed the p-value for all variables is above 5 percent confirming the data is obtained from normally distributed population.

Table 4.15Test of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Ave staff competency	.082	40	.200*	.976	40	.560
Ave ICT adoption	.153	40	.120	.956	40	.118
Ave disposal planning	.141	40	.093	.943	40	.084
Average asset valuation	.191	40	.201	.937	40	.073
Ave bidding process	.122	40	.138	.961	40	.184
Ave contract administration	.105	40	.200	.978	40	.613
Ave legal framework	.145	40	.059	.954	40	.102
Ave effectiveness of disposal process	.234	40	.078	.911	40	.094

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Source: own Survey Data Analysis Output

Multicollinearity

The problem of Multicollinearity occurs when two or more variables giving rise of the same piece of information are included in the regression model. In other word, Multicollinearity is the result of unnecessary inclusion of related variables. A colinearity diagnostic test was conducted using the regression analysis. Variance inflation factor (VIF) is commonly used to detect Multicollinearity. In general, a VIF greater than 10 indicates a multicollinearity problem. An examination of VIF for variables in our model showed that multicollinearity was not a potential problem.

Table 4.16Test of Multicollinearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	Ave staff competency	.604	1.655
	Ave technology adoption	.785	1.273
	Ave disposal planning	.602	1.661
	Average asset valuation	.347	2.878
	Ave bidding process	.759	1.317
	Ave contract administration	.611	1.637
	Ave legal framework	.446	2.243

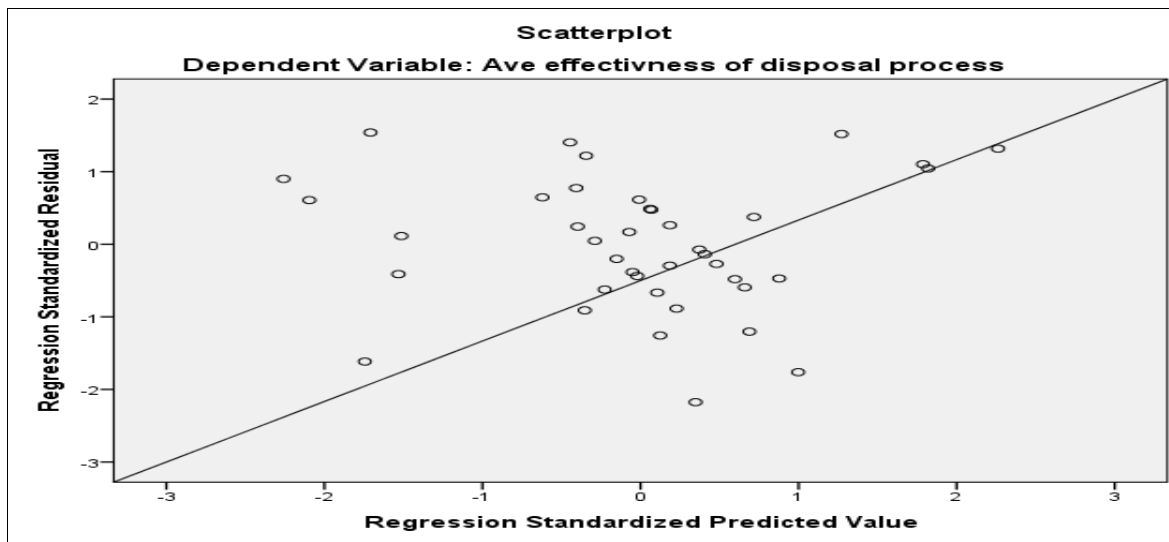
a. Dependent Variable: Ave effectiveness of disposal process

Source: own Survey Data Analysis Output

Homoscedasticity

This assumption tells us that every disturbance has the same variance whose value is unknown, that is regardless of their size, the dispersion of the error term (disturbance) is the same. Whenever this assumption is violated we will have the case of heteroscedasticity. Heteroscedasticity often occurs in cross sectional data.

Figure 4.2 Test of Heteroscedasticity



Source: Own Survey Data Analysis Output

As it can be seen in the Figure 4.2 above the standardized residuals are evenly distributed attesting that the data has no heteroscedasticity problem.

4.5.2.2 Regression Analysis Result

Multiple linear regressions with ordinary least square (OLS) method was applied to find out the effect of the explanatory variables on the dependent variable. Such technique is appropriate to make statements about how well one or more independent variables will predict the value of a dependent variable.

In the regression model, seven variables (staff competency, ICT adoption, disposal planning, and asset valuation, bidding process, contract administration and legal framework) were considered as independent variables while effectiveness of the centralized property disposal process was included as a dependent variable.

After the linear regression analysis, the adjusted R-squared value **.781** revealed that about 78 percent of the variation in the effectiveness of centralized property disposal process was due to the changes in the explanatory variables. The result also indicates that, the remaining 22 percent of the variation in the dependent variable was due to other unobserved variables.

Table 4.17 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.906 ^a	.820	.781	.22117

a. Predictors: (Constant), Ave legal framework, Ave ICT adoption , Ave bidding process, Ave contract administration, Ave staff competency, Ave disposal planning, Average asset valuation

According to the result from ANOVA, the regression model is also a good fit to the data as judged by the F test=20.847 (p-value= 0.000 <1 percent). This confirms that the independents variables included in the regression model are good in predicting the dependent variable and the model is also adequate for the intended analysis implying that the result occurred not by chance.

Table 4.18 Analysis of Variance (ANOVA)

ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.138	7	1.020	20.847	.000 ^b
	Residual	1.565	32	.049		
	Total	8.703	39			

a. Dependent Variable: Ave effectiveness of disposal process

b. Predictors: (Constant), Ave legal framework, Ave technology adoption , Ave bidding process, Ave contract administration, Ave staff competency, Ave disposal planning, Average asset valuation

For the coefficient of determination (R-square) value shows the overall predicting power of the independent variables on the dependent variable. In order to know the magnitude and the level of significance of the effect of each independent variable on the dependent variable, analyzing the elasticity coefficient or value of Beta coefficient was required. The regression coefficient explains the average amount of change in the dependent variable that occurred due to a unit of change in an independent variable and its direction. Therefore, the larger value of

Beta coefficient indicates the larger effect of an independent variable on the dependent variable while the smaller P-Value indicates the higher level of the significance of the effect of an independent variable on the dependent variable.

Here, OLS is applied and, hence the elasticity coefficients have been captured. Table 4.19 below presents the elasticity coefficients of the explanatory variables in the model adopted of an independent variable on the dependent variable.

The relative importance of the independent variables or the magnitude and the level of significance of the effect of each independent variable on dependent variable was explained by the un standardized Beta coefficients and its P-Values.

Table 4.19 Regression Analysis Result

Model		Coefficients ^a			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.328	.444		.738	.466
	Ave staff competency	.130	.064	.197	2.047	.049
	Ave ICT adoption	.016	.045	.030	.352	.727
	Ave disposal planning	.014	.093	.015	.155	.878
	Average asset valuation	.476	.117	.518	4.072	.000
	Ave bidding process	.035	.107	.028	.326	.746
	Ave contract administration	.079	.071	.107	1.114	.273
	Ave legal framework	.206	.095	.242	2.153	.039

a. Dependent Variable: Ave effectiveness of disposal process

Source: own survey

The result of the regression analysis in the table 4.16 below revealed that staff competency, asset valuation and legal framework have positive and statistically significant effect on the effectiveness of the centralized public property disposal while the rest of the four explanatory variables were without statistically significant effect on the effectiveness of the process.

In this regard asset valuation was found to has relatively high positive effect on the effectiveness of the public property disposal at 1 percent significant level and with beta coefficient value ($\beta=.476$). This implies that when other independent variables remain unchanged a unit increase/improvement in asset valuation leads to .476 unit improvement on the effectiveness of the centralized property disposal process. This finding is in agreement with the finding of (Kaguo, 2020) and (Njeru & Moronge, 2018) that asset valuation has positive and significant effect on the effectiveness of the property disposal process with elasticity coefficient ($\beta=.369$) and P-Value= .000 and ($\beta=.506$) and P-Value= .002 respectively.

Next to asset valuation legal framework also confirmed to have statistically significant positive effect on the effectiveness of the centralized property disposal process at 5 percent significant level with beta coefficient value ($\beta=.206$). The interpretation is that other things remain constant a unit increase or improvement in the legal framework causes a .206 unit improvement on the effectiveness of the process. This finding is in agreement with the finding of (Kaguo, 2020) indicated that legal framework has positive and significant effect on the effectiveness of the property disposal process with elasticity coefficient ($\beta=.231$) and P-Value= .032. Staff competency was also found to has positive and statistically significant effect on the centralized property disposal process with beta coefficient value ($\beta=.130$) at 5 percent significant level. This implies that keeping other explanatory variable constant a unit increase in the staff competency resulted in .130 unit increase in the effectiveness of the process of the centralized property disposal. This finding is also consistent with the finding of (Misganaw, 2019) that confirmed the positive significant effect of staff competency on the centralized procurement process in PPPDS with elasticity coefficient value of ($\beta=.185$) at 1 percent significant level.

In general from the findings of the regression analysis one can understand that asset valuation is one of the most important factors in influencing the effectiveness of the centralized public

property disposal process followed by legal framework while staff competency was the third important variable that positively influences the effectiveness of the disposal process. Therefore, in order to improve the effectiveness of the centralized public property disposal, PPPDS needs to work towards improving the three identified factors.

4.6 Challenges of The Centralized Public Property Disposal

Under this section an attempt was made to identify the major challenges of the centralized public property disposal process using primary data obtained from the interview survey and secondary data obtained from PPPDS.

According to the interview respondents the challenges in the centralized public property disposal are hindering the effectiveness of the problem. As explained by the respondents the challenges are faced in the case of disposal of vehicles and there is no as such problem in other property types. The disposal process in the case of vehicles requires various data without the fully availability of these data proceeding in the disposal process is impossible. As indicated by the interviews most of the time as the vehicles are accumulated for a long time since the emperor regime and the poor asset recording practice in the public organization it is difficult to find a complete for the disposal of vehicles. Complete or partial absence of documents is one of the most important challenges in the disposal process. However, what makes the problem a problem is that the poor response by the regulatory bodies in finding a remedy to the problem.

As informed by the respondents and confirmed from secondary data obtained from the asset valuation and property disposal directorate, there are high accumulation of motor vehicles that are once decided to be disposed by the authorities of the beneficiary public bodies and presented to the PPPDS to be dispose. The following table 4. 20 presented the number of non-disposed vehicles and the reason for not disposed.

Table 4.20 Number of Not Disposed Vehicle and Reasons For not Disposed

Sr. no	Number of not disposed vehicles	Reason for not disposes	Consequence
1	56	Un availability of replacement market price	Impossible to apply the valuation equation.
2	29	Absence of data of the year of manufacturing	Impossible to apply the valuation equation.
3	47	Absence of data about the model of the vehicle	Impossible to apply the valuation equation.
4	454	Absence of total document	Impossible to dispose
6	101	Miss much between the information on the documents and the actual data on the bodies of the vehicles.	Takes time to verify the correct data and delay in disposal
Total	687		

As it can be seen from the above table 4.20 the total number of none disposed motor vehicles while they were decided for disposal is 687 which is an indication for the presence of high accumulation of un serviceable motor vehicles under the ownership of different government universities and budgetary organizations. Different reasons were mentioned as a reason that hinder the disposal of the accumulated no more useful motor vehicles. However, the major problem behind is poor recording and documentation indicated by the PPPDS. The disposal of non-serviceable vehicles demands legal documents with complete information that are mentioned in the guide lines must to be fulfill for disposal of such properties in accordance with the government owned fixed asset management directions and in the complete and partial absence of this information disposal is impossible.

Understanding challenges that are hindering the effectiveness of the public property disposal is half way towards the mitigation or alleviation of the encountered challenges. Therefore, this section of the study sought to identify the major challenges encountered the disposal process

based on the data in the above table and the information obtained from the interview respondents.

4.6.1 Poor Recording and Documentation

In addition to the information presented in the table above, poor recording and documentation was also mentioned as the main source of the problems in the effectiveness the disposal process. Disposal public properties in general and the disposal of public vehicles specially requires the availability of all the legal documents with complete information of the properties, thus the poor recording and documentation of the disposable vehicles have posed challenges on the effectiveness of the disposal process.

Some of the vehicles do not have any document while some are incomplete in this case it will be impossible to dispose the vehicles. For usually the vehicles are long aged since the emperor regime it is difficult to find their document (respondent 01).

The basic information about the vehicle is found on the title of certification and declaration documents but sometimes the public bodies do not have these two documents. In addition when these two documents are available they might not contain complete information because of poor recording and some time there is a miss much between these documents or with these documents and what actually has on the bodies of the vehicles according to one of the respondents(05).

In this regard having complete legal documents is a must for disposing vehicles and machineries under the ownership of public bodies, when those public bodies do not have all the required legal documents on hand they should to complete the documents from the transport authority where the source document of the vehicles found and when the vehicles are totally document less it requires a confirmation for this from the ten branches of the transport authority of the Addis Ababa city administration. For this makes the process long and boring, most of the public bodies fail to go through all the steps. This in turn leads to the unnecessary delay in the disposal process. Due to this many vehicles are yet remained undisposed for two to five years only since they are presented to PPPDS for disposal and consequently the properties are exposed for unnecessary depreciation and additional costs are also incurred for managing these no more useful public properties. Therefore, it can be concluded that the poor recording and documentation is the main challenge of the disposal process.

The inventory theory advocates the importance of proper documentation and recording of assets for the effectiveness of property disposal process. Appropriate inventory management help organization, save a large amount of money by keeping a desirable level of inventory and avoiding unnecessary cost of managing excess asset. In terms of property disposal inventory management enables organization have complete documentation and recording of assets, identify the level of the no more useful assets, sort them and compute their salvage value. This implies that proper recording and documentation of public properties have a significant effect on the effectiveness of public property disposal process.

4.6.2 The Asset Valuation Method

Valuation of the current market value of disposable public properties is one of the most important factors for the effectiveness of the disposal process. The federal government fixed asset management manual has clearly presented the equation to be used in the valuation process of the current market value of vehicles to be disposed by sale which is appreciable for it allows the use of uniform and scientific method for evaluation process. However, as mentioned by the interviewed respondents, the equation in use is not adequate to support the valuation process to the fullest.

The valuation equation is very narrow and applicable for limited brands of vehicles, for instance it has no room for the newly emerged brands of vehicles and also did not fully incorporated all of old brands. This in turn makes the disposal of vehicles not included in the valuation equation impossible (03).

To apply the valuation equation the required information about the variable such as the brand, model, year of manufacture, country of manufacture and the replacement market price are need to be fully available but in reality it is hard to have all this information. In this case if one of this information is missed the valuation process as well as the entire disposal process will be halted. Leavening public property none disposed while it should leads to the wastage of public funds and incurring additional cost managing the no more useful assets. Therefore, it demands a due solution to make the valuation equation support the disposal process to the fullest.

The valuation equation was formulated in 2007 with all its limitations and the limitations are become wider and wider over time hindering the effectiveness of the disposal process. We had presented the limitation of the equation and the challenges associated with it to the regulatory

bodies namely ministry of finance and public procurement and property administration agency but no attempt was made to solve the problem yet (07).

The valuation theory emphasizes to the use of appropriate asset valuation method in determining the current market value assets. According to this theory in order to assure value for money and achieve the maximum achievable price for the property to be disposed by sale, putting in place of an appropriate, scientific and enabling asset valuation technique is a paramount important.

problems are always there but the worst is leavening the problem unsolved, thus in order to make the valuation method more enabling and support the effectiveness of the disposal process to the fullest demands the regulatory bodies effort towards revising the valuation equation in a manner to be inclusive and widely applicable thereby enhances the effectiveness of the disposal process.

4.6.3 The Legal Framework

Putting in place a legal framework like regulation, Policies and directives in which the public property disposal to be guided by is one of the most important step towards the effectiveness of the property disposal process. The Ethiopia practice in this aspect is an appreciable for there is the already in placed legal framework for public property disposal. The main public property disposal process along other things is basically guided by the government owned fixed asset management manual (GOFAMM, 2007). This manual presented each and every steps of the procedure to be followed during the public property disposal process.

However, as this manual was prepared with assumption of perfect public owned asset documentation and recoding. This implies that the manual is applicable for the disposal public owned public properties only and whenever these assumptions are violated the legal framework encountered a problem in its enabling capacity. To elaborate the issue, the legal framework did not take in to consideration the possibility of absence of total documentation or partial documentation as well as incompleteness of the required of information of the properties to be disposed especially for vehicles and machineries that are critical either for the valuation of the current asset value or for the entire disposal process. What the observed reality on ground is also in agreement with this and most of the challenges that the public property disposal process has been encountered so far are emanated from the poor recording and documentation practice in the public bodies.

The implication is the legal framework does not have any room for the disposal of public owned properties on which the owning public bodies fail to provide a complete legal document regarding the properties to be disposed. Because of this there are so many no more useful public owned vehicles and machineries here and there exposed for the unnecessary loss of asset value over time and causing the unnecessary cost in relation to managing the no more useful public assets.

According to the institutional theory putting in place of a clear legal framework like regulations, laws and policies highly determines the effectiveness or performance of public procurement and public disposal process. However, putting in place a clear legal framework like regulations, laws and policies is not a sufficient condition rather it needs to be contextual and fully enabling. Therefore, continual amendments need to be made on the legal framework of the public property disposal in a manner that incorporates a clear legal procedure of the disposal of public properties with no complete documentation and records.

Therefore, besides the need for the improvement of the public asset documentation and recording practice in the public bodies, the legal framework to be in a position to fully support the effectiveness of the public property disposal process should be revised in a manner that incorporated remedial alternatives to the basic challenges that were been hindering the effectiveness of the public property disposal process.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

This section of the study presents the summary of main findings, conclusion drawn based on the study findings and the recommendation forwarded for the concerned actors.

5.1 Summary of the Main Findings

This particular study mainly assessed the effectiveness of the centralized public property disposal in the case of the federal public procurement and property disposal service. In addition the study also examined the major factors that affecting the effectiveness of the centralized public property disposal and the associated challenges of the process. The study Samples of 40 respondents who have direct involvement in the public property disposal process were selected using purposive sampling technique. Structured questionnaire, interview and secondary data were also deployed as a data collection instrument in this study. The basic summary of the study findings is presented as follows below.

Regarding the first specific objective, the study finding confirmed that the effectiveness of the centralized public property disposal is good as rated by the respondents in average with the aggregate mean score of the various statements on the effectiveness of the process with the mean score value of 3.74 (**Std. Deviation**=.473). However, a lot is expected to be done to bring about the maximum possible level of the effectiveness of the process.

Second, asset valuation, the legal frame work and staff competency were found to have positive and statistically significant effect on the effectiveness of the centralized public property disposal process with beta coefficient value of ($\beta=.476$), ($\beta=.206$) and ($\beta=.130$) at 1 percent, 5 percent and 5 percent significant level respectively.

Finally, poor recording and documentation, in adequacy of the asset valuation method and the less enabling capacity of legal framework were identified as a major challenges of the disposal process.

5.2 Conclusion

This study was sought mainly to assess the level of effectiveness of the centralized public property disposal in the case of the federal public procurement and property disposal service. It also examined the main factors that influence the effectiveness of the process and identified the major challenges in the process. In this regard based on the study findings against the three research questions and the discussion made over the findings the following conclusions were drawn.

The effectiveness of the centralized public property disposal in the case organization was rated as good. However, the process was not as effective as it would be due to the poor performance on the major processes that highly influence its effectiveness like staff competency, asset valuation method and the legal framework.

As the regression analysis result revealed among the various factors that were believed to affect the effectiveness of the centralized public property disposal process, asset valuation, legal framework and staff competency are the three major factors that positively influence the effectiveness of the process at a statistically significant level respectively with their degree of influencing the effectiveness of the disposal process.

As the study finding regarding the third research question depicted, poor recording and documentation of fixed asset, the limitation of the valuation method in applicability on all types of brands of vehicles or machineries and the limitation of the legal framework in supporting the disposal process to the fullest level were the main challenges that hinder the effectiveness of the centralized public property disposal process in the case of PPPDS.

5.3 Recommendation

Based on the conclusion drawn from the main study finding and discussion made the researcher has forwarded the following valuable recommendations to the different parties that directly or indirectly have parts in the centralized public property disposal process.

As it was already concluded though, the centralized public property disposal at federal government level is rated as good it is as effective as required to assure value for many and cost effectiveness. Therefore, in order to enhance the level of the effectiveness of the process towards the intended level the following points should be done;-

- ❖ As the first most important factor that affects the centralized public property disposal process is the asset valuation method and one of the main challenges was emanated from the limitation in the valuation method, the concerned regulatory bodies namely ministry of finance and public procurement and property administration agency together with PPPDS should strive to revise the asset valuation equation based on the identified limitation of the equation.
- ❖ The next most important factor in influencing the effectiveness of the centralized public property was the legal framework in placed and the challenges in the centralized public property disposal process was also in one way or another have an association with the gaps in the legal framework. Therefore, the concerned regulatory bodies namely ministry of finance and public procurement and property administration agency together with PPPDS should to work for the revision of the legal framework aiming to make the framework more enabling including allowing the disposal of properties without complete records and documents.
- ❖ Staff competency was one of the factors that significantly affects the process's effectiveness, thus PPPDS need to work hard to enhance the property disposal staff competency both in terms of basic knowledge and technical skill in the area of property disposal as well as in increasing the motivation of the staff members.
- ❖ The concerned regulatory bodies namely ministry of finance and public procurement and property administration agency together with PPPDS should have to work in improving the recording and documentation practice of the beneficiary public bodies through providing continuous trainings and regular auditing and follow ups.

5.4 Direction for Further Research

This study was limited on assessing the effectiveness of the centralized public property disposal and on identifying the factors affecting the effectiveness of the process in the case of PPPDS. However, for it is not possible to address everything in a single study further studies need to be conducted by other researchers in the future to expand the knowledge on the effectiveness of public property disposal both in public and private organizations. Therefore, further researches could be conducted on the practice public property disposal and on effectiveness of public property disposal process by taking larger sample size from selected public bodies both at federal and regional governments. In addition assessing the level of

accumulation, annual rate of generation of new disposable properties and the corresponding annual rate of property disposal both at public and private organization as well as determining the most appropriate method of disposal for strategic reduction of the accumulated no more useful and harmful properties is also another area for further study.

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APPENDIX I QUESTIONNAIRE



Addis Ababa University
College of Business and Economics
Department of Management

Dear respondent,

I am undertaking a research entitled as “The Effectiveness of Public Assets Disposal Process; the case of the Ethiopia Public Procurement and Property Disposal Service” in partial fulfillment of the requirements of the Master’s Degree in Business Management at Addis Ababa University”. The success of this research highly depends on the information that is to be obtained from you. Therefore, you are kindly requested to respond to the questions included in this questionnaire responsibly to the best of your knowledge. Thus, I appreciate your effort in responding to the questions in an honest manner thereby helping for the success of the study. I assure you that the information you share with me will be used only for academic purposes and kept confidential.

Thank you for your cooperation!

For further information you can reach me via the following addresses;

Mobile: +251 942 074 559, +251 921 600 875 and +251 922 850 200

Email: yonastadesse1983@gmail.com

Part one: Background information about the respondents

Instruction: In order to answer the following questions, just encircle on the right answer among the available choices.

1. Sex of the respondent: 1. Male 2. Female
2. Age (in years): A. 21-30 B. 31-40 C. 41-50 D. 51-60 E. Above 60
3. Educational status: A. 12 complete B. Diploma C. Bachelor’s Degree D. Masters

Degree E. PhD

4. Relevant service year: A. Less than 1 year B. 1 to 5 C. 6-10 D. 11 to 15

E. above 15

5. Position in the organization: A. Head of directorate B. Team leader C. Senior expert D. Expert

Part two: Survey questionnaire

Effectiveness of property disposal process

Instruction: In order to answer the following questions, put a right sign (√) against your perception in the boxes that located in front of your choice.

SDA=Strongly Disagree DA= Disagree N= Neutral A= Agree SA=Strongly Agree.

1= SDA, 2= DA, N=3, A=4 and SA= 5

No	Staff Competency	1	2	3	4	5
1.	It has adequate knowledgeable Staff members with significant role in improving the effectiveness of centralized property disposal process.					
2.	It has empowered and motivated Professionally experienced staffs that carry out their duties well thus improving effectiveness of centralized property disposal process.					
3.	It has Staffs with technical skills that can do things right the first time thus improving effectiveness of centralized property disposal process.					
4.	It has Staffs with technical skills that can do things effectively and efficiently, hence improving effectiveness of centralized property disposal process.					
5.	It has Staff members with the right education that perform their tasks efficiently, thus improving effectiveness of centralized property disposal process.					
6.	It has well motivated staff members with superior level of education that contribute towards the effectiveness of the centralized property disposal process.					

7.	The Bid endorsing committee's members are with adequate knowledge and experience of property disposal and asset management thus do things effectively.					
8.	The Bid endorsing committee members are empowered and motivated to carry out their duties more effectively and efficiently.					

No	Technology Adoption	1	2	3	4	5
9.	The centralized property disposal process is information technology supported this in turn increased effectiveness of the process.					
10.	Performing the process of property disposal with information technology increases effectiveness of the process through increasing the speed of doing things.					
11.	Information technology supported property disposal process increases effectiveness of the process through reducing costs of the process.					
12.	Information technology supported property disposal process improves effectiveness through increasing the productivity of every unit of resource deployed in the process.					
13.	Information technology allows communication and collaboration with bidders and beneficiary public bodies in a cost effective manner, thus improves effectiveness of the process of the centralized property disposal.					
14.	Information technology allows communication and collaboration with bidders and beneficiary public bodies in a time saving manner, thus improves effectiveness of the process of the centralized property disposal.					

	Property Disposal Process					
	Disposal planning	1	2	3	4	5
15.	PPPDS has an annual plan of property disposal.					
16.	Beneficiary public bodies consider the property disposal process as a component of property administration process and include it in their annual plan of property administration.					
17.	PPPDS regularly communicates with beneficiary public bodies early before the fiscal year to suit its annual plan with the annual plan of beneficiary public bodies.					
18.	There is a standard format for requesting property disposal service to PPPDS to each category of property.					
19.	Most of the time beneficiary public bodies present the request for property disposal service within the scheduled time period using the standard format.					
20.	Most of the time beneficiary public bodies present the request for property disposal service properly filling all the required information of the disposable properties using the standard format.					
	Asset Valuation					
21.	Valuation of the disposable items is done based on standard scientific formula for all sort of items.					
22.	In valuating disposable items market price survey data is used as an input.					
23.	The asset valuation equation in use is applicable for all sorts of machineries and equipment's with all the existing brands.					
24.	The asset valuation equation in use flexible to incorporate the newly emerging brands and models for vehicles and machineries.					

25	The asset valuation process is conducted by a separate team other than the market price survey team.					
26	The asset valuation equation in use allows the valuation of assets when their replacement market price is not available in the market.					
27	The existing asset valuation formula helps set the best initial bid price.					
28	The market price data helps estimate best initial bid price.					
	The bidding process	1	2	3	4	5
29.	PPPDS usually use medias with higher converge to announce bids for property disposal thus every interested bidders have equal access to be informed.					
30.	Each parts of the bidding documents, especially evaluation criteria, methodology and technical requirements are endorsed by an independent body other endorsed other than bid endorsing committee, thus improves effectiveness of the process the centralized property disposal.					
31.	The existing bid evaluation process is best on selection of the best auction.					
32.	The existing bid evaluation process do not allow applying other criteria than those stated in the bidding document.					
33.	The bid evaluation process is conducted by adequate and qualified property management experts.					
34	Those who engaged in the asset valuation process do not involve in bid valuation process.					
35.	The bid evaluation committee team submits the result to the endorsing committee within the bid validity period.					
36.	The bid endorsing committee Endorses the bid evaluation results within the bid validity period.					

37.	The process allows adequate time for complaints on the result of bid evaluation.					
38.	Evaluation result/decisions rarely changed by complaint board of PPPAA.					
No	Contract administration Process	1	2	3	4	5
39.	The contract document clearly presents each rights, duties and responsibilities of each contracting parties.					
40.	There is a separate team other than bid evaluation team for administrating contact signed between PPPDS and bid winners.					
41.	Once the bid winners has identified PPPDS signs a contract agreement with the winners within the standard time schedule without delay					
42.	The contract administration process is conducted by adequate and qualified experts.					
43.	In the case of property disposal the contract administration/management is performed well.					
44.	There is a regularly strict contract administration/follow up once the contract is signed between the contracting parties till the closing of the contract.					
45.	In the case of property disposal the contract there is good enforcement of the contract agreement.					
No	Legal framework	1	2	3	4	5
46.	There is adequate legal framework for centralized property disposal.					
47.	The legal framework of centralized property disposal is consistent/compliance with the federal government public asset management manual.					
48.	There is internal manual for centralized property disposal which addresses the property disposal process end to end for each category of disposable item.					

49	The federal government owned fixed asset management manual is open for amendment when gaps are identified in the due process.					
50	The federal government owned fixed asset manual has a room for the disposal of document-less or partly document-less property.					
51	The federal government owned fixed asset manual has a clear procedure for the revision of the initial bid price when failed to be sold after 3 reputed trails.					
52.	The legal framework of centralized property disposal gives equal chance for each interested individuals and organization to participate as a bidder.					
53.	The roles of the disposing entities and PPPDS are clearly identified in the legal framework of centralized property disposal.					
54.	Bidders complain on the rules and procedure of centralized property disposal.					
No	Effectiveness of the centralized property disposal process	1	2	3	4	5
55.	The Centralized property disposal process helps in disposing the no more useful properties owned by beneficiary public bodies through selling at the right price thereby assure value money for properties than the decentralized one.					
56.	The Centralized property disposal process helps in reducing the accumulation of the no more useful properties at short period of time than the decentralized one.					
57.	The Centralized property disposal process helps in reducing the cost of properly disposal than the decentralized one.					
58.	The Centralized property disposal process helps in assuring transparency and mitigating the act of corruption than the decentralized one.					

59.	The Centralized property disposal process has significant contribution in the performance beneficiary public bodies by allowing them concentrate on their primary mandates.					
60.	The Centralized property disposal process helps contracts to be delivered on time, completed within the agreed price & in the right quantity.					
61.	The Centralized property disposal process assures effective and efficient management of performance, delivery and payment.					
62.	The Centralized property disposal process assures active risk mitigation, management and resolution of issues and disputes.					

APPENDIX II: INTERVIEW GUIDE

Dear Dr/Mr./Ms.....

I am a student in the Addis Ababa University, College of Business and Economics. I am collecting data on The Effectiveness of Public Assets Disposal Process; the case of Ethiopia Public Procurement and Property Disposal Service for my MSc. thesis dissertation. Therefore, you are kindly requested to devote your little time to respond to the following interview questions?

Section A: Information about respondents

1. How long have you been in service in PPPDS?
(1), Less than one year (2), 1-3 years (3), 3 to 4 years (4), more than 4 years
2. What is your managerial possession?
(1), Team leader (2), Director

Section B: Information about the property disposal process

- 1) When PPPDS was established by Council of Ministers Regulation No. 184/2010 one of the main missions given to it was to enable the speedy disposal of properties at fair price in accordance with the decision of the public bodies in possession of such properties. In this regards, how do you explain the level of performance of PPPDS against this mission?
- 2) Are there legal guidelines in which the centralized property disposal process to be guided by?
 1. Yes
 2. No
- 3) If what are those legal guidelines?

.....
.....
.....

- 4) Are these legal guidelines consistent/ compliance each other?
 1. Yes
 2. No
- 5) If no explain it?

.....
.....
.....

6) Do you think these guidelines are fully enabling?

- 1. Yes
- 2. No

7) If no, what are the main challenges is being faced in the property disposal process that hinders the process emanating from the legal framework/guidelines of public asset disposal?

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8) Please describe how property disposal planning takes place in your organization?

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9) Pleas point out the major challenges being faced in property disposal planning process?

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10) Please describe how property valuation is takes place in your organization?

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.....

11) Pleas point out the major challenges being faced in the property valuation process?

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12) How do you rate the effectiveness of the centralized property disposal process?

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.....
.....

13) What are the main challenges that hider the effectiveness of the centralized property disposal process?

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14) How do you explain the effect of the above mentioned challenges in the overall performance the centralized property disposal process?

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15) What do you suggest as a ways of overcoming the main challenges encountered in the centralized public property disposal process?

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THANKS!

APPENDIX III FORMAL FOR VALUATION VEHICLE AND MACHINERY

As per the guideline, the cost of vehicle and machinery is arrived at using the following formula

$$CO = A \times R \times Y \times Mk \times Ct \times Md \times C$$

Where:

Co = Cost of a vehicle or machinery

A = Adjustment factor for cost (vale between 0.2-0.5 is given)

R = Replacement cost of a similar asset. This is the current value of the asset and can be found from the suppliers

Y = Year facor with references to the year of service

Mk = Make of the vehicle or machinery and demand for the market

Ct = Country of origin

Md = Model of the vehicle or the machinery

C = Condition of the vehicle

The values for each of the above factors are provided in the following tables:

Y =Year factor is obtained from this table

Service year	Motorcycle	Tractor	Harvester	Vehicle & other machineries
1	0.792	0.792	0.792	0.9
2	0.622	0.622	0.622	0.8
3	0.494	0.494	0.494	0.7
4	0.422	0.422	0.422	0.633
5	0.392	0.392	0.392	0.567
6	0.35	0.35	0.35	0.5
7	0.308	0.308	0.308	0.475
8	0.265	0.265	0.265	0.45
9	0.222	0.222	0.222	0.425
10	0.19	0.19	0.19	0.4
11	0.17	0.17	0.17	0.38
12	0.15	0.15	0.15	0.36
13			0.14	0.34
14			0.13	0.32
15			0.12	0.3
16				0.28
17				0.26
18				0.24
19				0.22
20				0.2
21				0.19
22				0.18
23				0.17
24				0.16
25 years & over				0.15

Mk = the following values are given for the make of the vehicle

No	Make	Factor
1	Automobile	0.9
2	Station wagon	1.1
3	Bus (both small or big)	1.1
4	Pickup	1.1
5	Lorry	0.95
6	Lorry with crane	0.85
7	Trailer	0.9
8	Earth moving machinery	0.75
9	Crusher	0.75
10	Asphalt mixer	0.75
11	Asphalt boiler	0.75
12	Concrete mixer	0.75
13	Concrete vibrator	0.75
14	Pump	0.9
15	Compressor	0.85
16	Generator	0.75
17	Crane (tower)	0.75
18	Forklift	0.75
19	Motorcycle	0.85
20	Tractor	0.9
21	Harvester & thrasher	0.75

Ct= Country of origin		
No	Make	Factor
1	Western Europe & America	1
2	Japan	1
3	Russia & Eastern Europe	0.8
4	Others	0.8

Md= Model of the vehicle or the machinery		
No	Model	Automobile, station wagon, Minibus, pickup
1	Mercedes	1.25
2	Toyota	1.15
3	Nissan	1.05
4	Isuzu	0.95
5	Mitsubishi	0.95
6	Mazda	0.95
7	Honda	0.95
8	Suzuki	0.95
9	Puget	0.95
10	Renault	0.95
11	Volkswagen	0.95
12	Audi	0.95
13	BMW	0.95
14	Opel	0.95
15	Fiat /IVECO	0.95
16	Land rover	0.95
17	Ford	0.8
18	Lada	0.8
19	Niva	0.8

Md= Model of the vehicle or the machinery		
No	Model	Truck & bus
1	Mercedes	1.2
2	Nissan	1
3	Isuzu	1
4	Mitsubishi	0.9
5	Fiat /IVECO	1.2
6	Volvo	1.1
7	Scania	1.1
8	Daf	1.1
9	Hino	0.95
10	kamaze	0.8

Md= Model of the vehicle or the machinery		
No	Model	Earth moving machine
1	Caterpillar	1.2
2	Komatsu	1
3	Mitsubishi	0.9
4	Dresser	0.9
5	Fiat Alice	0.8
6	Champion	0.8
7	Wabeko	0.9
8	Galion	0.9
9	Volvo	1.1
10	Michigan	1.1
11	Hitacha	1
12	Kaz	0.9
13	TSM	0.9
14	Furukawa	0.9
15	Hanomag	0.8
16	Skye	1.1
17	Dynapack	1.1
18	Bomag	1.1
19	Engrsoleranede	1.1
20	Hyster	1.1
21	Vinomask	1
22	Marini	1
23	Vetili	0.9
24	Ham	0.9
25	Atlas kopko	1.1
26	Demag	1.1
27	ABG	1.1

Md= Model of the vehicle or the machinery		
No	Model	Motorcycle
1	Yamaha	1.1
2	Suzuki	1
3	Honda	1
4	Ural	0.8
5	Others	0.8

C= Condition of vehicle or machinery

No		Factor
1	Operating vehicle	0.7-0.8
2	Non-operating but with all major components & major parts	0.5-0.69
3	Non-operating with incomplete major parts (based on the level of incompleteness)	0.3-0.49
4	Non-operating with major components missing(based on the level of incompleteness)	0.05-0.29

APPENDIX IV NUMBER OF NOT DISPOSED VEHICLE AND REASONS FOR NOT DISPOSED

ተ.ቁ	ተሽከርካሪ እንዲወገድለት የጠየቀው መ/ቤት ስም	የተሽከርካሪ ብዛት	መ/ቤቱ የይወገድልኝ ጥያቄያ ቀረበበት የደብዳቤ ቀን	መሟላት ያለባቸው መረጃዎች ዝርዝር	መረጃዎች እንዲሟሉ ከአገልግሎቱ የተፃፉ ደብዳቤዎች
1	በኢት.ገቢዎችና ጉምሩክ ባለሥልጣን የሐዋሳ ቅርንጫፍ ጽ/ቤት	3	13/8/2010	የአገልግሎቱ ባለሙያዎች በአካል ያዩትና የተላከው የሊብሬና ዲክራላሲዮን ላይ ያለው የሞተርና የሻንሽ ቁጥር ልዩነት ስላለው	ሚያዝያ 30 ቀን 2010
2	የአዲስ አበባ ዩኒቨርሲቲ	2	27/4/2010	የተሽከርካሪዎች ዝርዝር ብቻ የቀረበ በመሆኑ ሌሎች ማስረጃዎች ማለትም እዳና እገዳ ስላለመኖሩ፣ ሊብሬ፣ ዲክላሲዮን ቁጥር ባለመሟላቱ	ጳጉሜ 1 ቀን 2010
3	የኢትዮጵያ መንገዶች ባለሥልጣን	38	24/4/2011	11 ተሽከርካሪዎችን ለማስወገድ መተማመኛ ተዘጋጅቶል	ሰኔ 26 ቀን 2011
				11 ተሽከርካሪዎችን በስጦታ ልናስተላልፍ ነው ብለው ያስቆሙት	
				16 ተሽከርካሪዎች ከእዳና እገዳ ነጻ ስለመሆናቸው ማረጋገጫ፣ ሊብሬ እና የዲክላሲዮን ቁጥር ባለመቅረቡ	
4	በሀዋሳ ዩኒቨርሲቲ የወንድገነት የደንና የተፈጥሮ ሀብት ኮሌጅ	16	9/2/2009	10 ተሽከርካሪዎች እዳና እገዳ ስላለመኖሩ፣ ሊብሬ፣ ዲክላሲዮን ቁጥር ባለመሟላቱ ሲሆን የተሟላ መረጃ ያላቸውን 6 ተሽከርካሪዎች መተማመኛ ለመፈረም ፈቃደኛ ባለመሆናቸው	ሚያዝያ 4 ቀን 2009
5	የማዕከላዊ ስታሲስቲክስ	3		3 ተሽከርካሪዎች የመተኪያ ዋጋ ባለመገኘቱ	ታህሳስ 25 ቀን 2010
6	የሠራተኛና ማህበራዊ ጉዳይ ሚኒስቴር	2	የካቲት 15 ቀን 2009	2 ተሽከርካሪዎች ዓመተ ምህረት ባለመኖሩ	16/9/2011
7	የመደወላቡ ዩኒቨርሲቲ ጎባ ሪፈራል ሆስፒታል	8	10/2/2009	የተሽከርካሪዎች ዝርዝር ብቻ የቀረበበ መሆኑ ሌሎች ማስረጃዎች ማለትም እዳና እገዳ ስላለመኖሩ፣ ሊብሬ፣ ዲክላሲዮን ቁጥር ባለመሟላቱ	የካቲት 21/2011

8	የኢትዮጵያ ሰብአዊ መብት ኮሚሽን	2	ታህሳስ 15/2011	ከአዳና እገዳ ነፃ ስለመሆናቸው ማረጋገጫ ባለመቅረቡ	ጥር 14/2011
9	የብሔራዊ ሎተሪ አስተዳደር	9	ጥር 16/2011	የሻንሲ እና ሞተር ቁጥር ልዩነት	ጥር 22/2011
10	የውጭ ጉዳይ ሚኒስቴር	6	ጥር 15/2011	የ2 ተሽከርካሪዎች ዲክላራሲዮን ቁጥር ባለመኖሩ ሲሆን	ጥር 29/2011
				የ4ቱ የገቢያ ዋጋ ጥናት ባለመገኘቱ	
11	የቅዱስ ጳውሎስ ሆስፒታል ሚሊኒየም ሜዲካል ኮሌጅ	3	ጥር 16/2010	የተሽከርካሪዎች ዝርዝር ብቻ የቀረበ በመሆኑ ሌሎች ማስረጃዎች ማለትም አዳና እገዳ ስላለመኖሩ፣ ሊብሬ፣ ዲክላራሲዮን ቁጥር ባለመሟላቱ	የካቲት 19 /2011 እና የካቲት 05/2010
12	የመንግስት የልማት ድርጅቶች ባለአደራ ቦርድ	1	ግንቦት 13/2010	ሞተርና ሻንሲ ቁጥር ባለመገኘቱ	ግንቦት 23 ቀን 2010
13	የኢትዮጵያ ብዙሀን ሕይወት ኢንስቲትዩት	2	ግንቦት 9/2010	የሞተርና የሻንሲ ቁጥር ከሊብሬው ጋር የተለያየ በመሆኑ	ግንቦት 22/2010
14	የኢትዮጵያ ምርጫ ቦርድ	8	መስከረም 21/2012	የ8 ቱ ዲክላራሲዮን ባለመቅረቡ እና የ4ቱ ደግሞ ሊብሬ አልተላከም	
15	የብሔራዊ ሰው ሰራሽ እንስሳት ማራቢያ ዘዴ ማዕከል	8	መስከረም 15/2010	የሻንሲ እና ሞተር ቁጥር ልዩነት	19/6/2011
16	የአዳማ ገቢዎችና ጉምሩክ ቅ/ጽ/ቤት	2	ግንቦት/17/2009	የተሽከርካሪዎች ዝርዝር ብቻ የቀረበ በመሆኑ ሌሎች ማስረጃዎች ማለትም አዳና እገዳ ስላለመኖሩ፣ ሊብሬ፣ ዲክላራሲዮን ቁጥር ባለመሟላቱ	19/6/2011
17	የአላጌ ግብርና ቴክኒክና ሙያ ጉምህርት ስልጠና ኮሌጅ	5	ሰኔ 21/2009	የተሽከርካሪዎች ዝርዝር ብቻ የቀረበ በመሆኑ ሌሎች ማስረጃዎች ማለትም አዳና እገዳ ስላለመኖሩ፣ ሊብሬ፣ ዲክላራሲዮን ቁጥር ባለመሟላቱ	የካቲት 15 ቀን 2011

18	በኢት.ገቢዎችና ጉምሩክ ባለሥልጣን ለአቃቂ ቃሊት ጉምሩክ ጽ/ቤት	9	ጥቅምት 1 ቀን 2011 ዓ/ም	በአካል የታየውና የሞተርና የሻንሲ ቁጥር ከዲክላራሲያኑ ጋር የተለያየ በመሆኑ	ህዳር 03 ቀን 2011
19	የአጋርፋ የግብርና ቴክኒክና ሙያ ትምህርትና ሥልጠና ኮሌጅ	8	ህዳር 27 ቀን 2010 ዓ/ም	የተሽከርካሪዎች ዝርዝር ብቻ የቀረበ መሆኑ ሌሎች ማስረጃዎች ማለትም እዳና እገዳ ስላለመኖሩ፣ ሊብሬ፣ ዲክላራሲያን ቁጥር ባለመሟላቱ	የካቲት 19 ቀን 2011
20	የብሄራዊ አደጋ ሥጋት ሥራ አመራር ኮሚሽን	52	የካቲት 9 ቀን 2010 ዓ/ም	የ15 ተሽከርካሪዎች መተማመኛ ተወስዷል	1/6/2011 ነሐሴ 11 ቀን 2010
				9 የገቢዎ ዋጋ ጥናት ባለመገኘቱ	
				37 ዲክላራሲያን ቁጥር፣ ሞተርና ሻንሲ ቁጥር ልዩነት በመኖሩ	
21	የኢትዮጵያ የውጭ ግንኙነት ስትራቴጂያዊ ጥናት ኢንስቲትዩት	1	መስከረም 4 ቀን 2009ዓ/ም	የሞተር ቁጥር ባለመገኘቱ	
22	የሆቴልና ቴሪዝም ሥራ ማሰልጠኛ ማዕከል	2	ጥር 02 ቀን 2010 ዓ/ም	ሞተርና ሻንሲ ቁጥር ባለመገኘቱ	መጋቢት 21 ቀን 2010 ዓ/ም ህዳር 21 ቀን 2011
23	የከፍተኛ ትምህርት አግባብነትና ጥራት ኤጀንሲ	1	መስከረም 29 ቀን 2011 ዓ.ም	የገቢዎ ዋጋ ጥናት ባለመገኘቱ	
24	የጅማ ዩንቨርሲቲ	7	የካቲት 12/2011	4 የገቢዎ ጥናት እንዲጠናቀቅ በሚደረግ ላይነው	
				3 ጅማ ትራስፖርት ቅ/ጽ/ቤት በመቃጠሉ ሰነዳቸው ሊገኝ ስላልቻለበትና አልባ እንዲወገድ ደብዳቤ ባለማቅረባቸው	
25	የሕዝብ እንባ ጠባቂ ተቋም	2	ግንቦት 8/2009	ሞተር ቁጥር ባለመገኘቱ	ህዳር 13/2011
26	የውሃ መስኖ ኤሌትሪክ ማ/ር	10		8 በተሽከርካሪው አካል ላይና በሊብሬው ላይ ያለው የሻንሲና የሞተር ቁጥር በመለያየቱ	
				2 መተኪያ ዋጋ ያልተገኘላቸው በመሆኑ	

27	የፌዴራል ማራጫ ቤቶች አስተዳደር	33	8/7/2011	9 ሰነድ አልባ ሲሆኑ አመተ ምህረት የሌላቸው በመሆኑ ዋጋ ለመገመት ባለመቻሉ	9/1/2011
				24 ሰነድ ያላቸው ወይም የሌላቸው ስለመሆኑ ማስረጃ ባለመቅረብ	
28	የፕብሊክ ሰርቪስ ሠራተኞች ትራንስፖርት አገልግሎት ድርጅት	6		3 የገቢያ ጥናት ዋጋ ባለመገኘቱ፣ 2 እንዳይወገድ መ/ቤቱ ስለጠየቀ፣ 1 ዓመተ ምህረት ባለመገኘቱ	
29	የጂኦሎጂካል ሰርቪዬ	28	10/6/2011	ዲክላራሲዮን ኮፒ ባለመቅረብ	
30	የፖሊስ ጥናት ኢንስቲትዩት	1	29/1/2012	ሊብሬ እና ከእዳና እገዳ ነፃ ስለመሆኑ ማስረጃ ባለመቅረብ	2/5/2012
31	የግብርና ትራንስፎርሜሽን ኤጀንሲ	4	30/1/2012	ሊብሬ፣ ዲክላራሲዮን እና ከእዳና እገዳ ነፃ ስለመሆኑ ባለመቅረብ	2/4/2012
32	የኢትዮጵያ አካባቢና ደን ምርምር ኢንስቲትዩት	8	19/6/2011	1 ተሟልቶ መተማመኛ ተወስዷል፣ 7 ቱ ዲክላራሲዮን ቁጥር ባለመቅረብ	20/2/2012
33	የመንግስት ሰራተኞች ማህበራዊ ዋስትና ኤጀንሲ	4		ሰነድ ስለሌለ በሰነድ አልባ እንዲወገድ ኃላፊነቱን ለመውሰድ ፈቃደኛ ባለመሆናቸው	13/9/2011
34	የከተማ ልማት ቤቶች ሚኒስቴር	6	27/6/2010	የሞተርናሻንሲ ቁጥር ልዩነት በመኖሩ	11/10/2010
35	የቅርስና ጥናት ጥበቃ ባለስልጣን	3	11/5/2011	የተሽከርካሪዎች ዝርዝር ብቻ ቀረበ መሆኑ ሌሎች ማስረጃዎች ማለትም እዳና እገዳ ስላለመኖሩ፣ ሊብሬ፣ ዲክላራሲዮን ቁጥር ባለመሟላቱ	11/11/2011
36	በገቢዎችና ጉሙሩክ ሚሊ ቅርንጫፍ	6	ጥር 25/2011	የተሽከርካሪዎች ዝርዝርና ሊብሬ የቀረበ ቢሆንም ዲክላራሲዮን እና ከእዳና እገዳ ነፃ ስለመሆኑ ባለመቅረብ	ጥር 29/2011
37	የሀዋሳ ዩኒቨርስቲ	4	29/12/09	ሁሉም ሰነድ አልባ ተሽከርካሪዎች ቢሆኑም የገቢያ ዋጋ ጥናት ባለመገኘቱ	

38	የገዢ ግብርና ቴክኒክና ሙያ ስልጠና ኮሌጅ	11	መስከረም 4/2010	የተሽከርካሪዎች ዝርዝር ብቻ የቀረበ በመሆኑ ሌሎች ማስረጃዎች ማለትም እዳና እገዳ ስላለመኖሩ፣ ሊብሬ፣ ዲክላራሽን ቁጥር ባለመሟላቱ	ጥቅምት 01/2010
39	የዱር እንሰሳት ጥበቃ ባለሥልጣን አዋሽ ብ/ፓርክ	3	ግንቦት 28 ቀን 2009	ዲክላራሽን ኮፒ ቢቀርብም ሊብሬ እና ከእዳና እገዳ ነፃ ስለመሆኑ ማስረጃ ባለመቅረቡ	
	የዱርእንሰሳትጥበቃባለሥልጣን አብጃታሻላሐይቅብ/ፓርክ	1		ዲክላራሽን ኮፒ ቢቀርብም ሊብሬ እና ከእዳና እገዳ ነፃ ስለመሆኑ ማስረጃ ባለመቅረቡ	
	የዱር እንሰሳት ጥበቃ ባለሥልጣን ነጭ ሳር ብ/ፓርክ	2		ዲክላራሽን ኮፒ፣ ሊብሬ እና ከእዳና እገዳ ነፃ ስለመሆኑ ማስረጃ ባለመቅረቡ	
40	የአዋሽ ተፋሰስ ባለሥልጣን	57	ሚያዝያ 26 ቀን 2010	2 ተሽከርካሪ መረጃ የተሟላ ሲሆን መተማመኛ ለመውሰድና ኮድ ለመስጠት ባለሙያዎች ሲሄዱ በደረሰው የመኪና አደጋ ሳይከናወን ቀርቷል፣ ሌሎች ግን የ12 ተሽከርካሪ ዲክላራሽን ባለመቅረቡ፣ ቀሪው 43 ተሽከርካሪዎች ግን እዳና እገዳ ስላለመኖሩና ሊብሬና ዲክላራሽን ባለመቅረቡ ነው	19/6/2011
41	የፌዴራል ፖሊስ ኮሚሽን	49	ግንቦት 8 ቀን 2010	አተካክለው በላኩት መረጃ እና በአካል ተሂዶ በተጣራው መረጃ መሠረት የ4ቱ ሻንሲ እና ሞተር ቁጥር አልተገኘም 6ቱ ሞዴል ቁጥር አልተገኘም 17ቱ በፕሌት ላይ ብቻ ሞተር ቁጥር የተገኘ 17ቱ ከመንገድ ትራስፖርት ሰነድ ስለመኖሩና አለመኖሩ ማረጋገጫና ምንም ዓይነት ሰነድ ያልቀረበ ከነዚህ ውስጥ የ20ዎቹ ሊብሬ እና ሞዴሉ በጎፋም ፎርሙላ ባለመኖሩ፣ 23ቱየ ተመረተበት ዓመት ባለመኖሩ፣ 6ቱ የተሟላ መረጃ ያላቸው ሲሆን ዝርዝር ቀርቦላቸዋል	ግንቦት 15 ቀን 2010/ጥር 30/2011
42	የሀረማያ ዩኒቨርሲቲ	30	ሚያዝያ 29/2010	5ቱ የገብያ ዋጋ ጥናት ያልተገኘላቸው በመሆኑ፣ 1 ዓመተ ምህረት ባለመኖሩ እና 1 ሞዴሉ በጎፋም ፎርሙላ ባለመኖሩ፣ 23ቱ የቀረጥ፣ የእዳና እገዳ፣ ዲክላራሽን መረጃ ባለመቅረቡ	መስከረም 29 ቀን 2010

43	የአርሲ ዩኒቨርሲቲ	1	ነሐሴ 29 ቀን 2009	የተሽከርካሪዎች ዝርዝር ብቻ የቀረበ በመሆኑ ሌሎች ማስረጃዎች ማለትም እዳና እገዳ ስላለመኖሩ፣ ሊብሬ፣ ዲክላራሽን ቁጥር ባለመሟላቱ	መስከረም 04 ቀን 2011
44	የአርማወርሀን ለንግስት የምርምር ኢንስቲትዩት	1	መስከረም 23/2011	የዲክላራሽን ኮፒ ባለመቅረቡ	
45	አዳማላይንስና ቴክኖሎጂ ዩኒቨርሲቲ	4	መስከረም 05/2010	የተሽከርካሪዎች ዝርዝር ብቻ የቀረበ መሆኑ ሌሎች ማስረጃዎች ማለትም እዳና እገዳ ስላለመኖሩ፣ ሊብሬ፣ ዲክላራሽን ቁጥር ባለመሟላቱ	ጥቅምት 10/2010
46	የመንግሥት የልማት ድርጅቶች ይዘታና አስተዳደር ኤጀንሲ	2	ህዳር 10 ቀን 2011	2 ተሽከርካሪዎች የገብያ ዋጋ ጥናት ያልተገኘላቸው በመሆኑ፣	
47	የአርዳይታ ግብርና ቴክኒክና ሙያ ትምህርት ሥልጠና ኮሌጅ	6	ህዳር 8 ቀን 2010	የተሽከርካሪዎች ዝርዝር ብቻ የቀረበ መሆኑ ሌሎች ማስረጃዎች ማለትም እዳና እገዳ ስላለመኖሩ፣ ሊብሬ፣ ዲክላራሽን ቁጥር ባለመሟላቱ (የ1 ተሽከርካሪ ከዕዳና እገዳ ነጻ ስለመሆኑ ቀርቧል)	ህዳር 22 ቀን 2010/መጋቢት 17 ቀን 2010
48	የራያ ዩኒቨርሲቲ	1	20/9/2011	መረጃ የተሟላ ቢሆንም በአገሪቱ ተፈጥሮ በነበረ የፀጥታ ችግር ያልተሰራ	ደብዳቤተዕፋል፡/21/9/2011
49	የገቢዎች ሚኒስቴር	70	ጥቅምት 27 ቀን 2011	4 መተማመኛ ተወስዶ የገብያ ጥናት አልተገኘም	ታህሳስ 24 ቀን 2010/የካቲት 11/2011
				66 ለአዲስ አበባ ከተማ አስተዳደር ገቢዎች ያስተላለፍት ስላለተለይቶ ያልቀረበ	
50	የሲቪል አቪዥን ባልስልጣን	3	1/5/2010	ዲክላራሽን ኮፒ እና ከእዳና እገዳ ነጻ ስለመሆናቸው ማስረጃ ባለመቅረቡ	23 1/2010፣10/2/2010 ፣15/5/2010
51	የጎንደር ዩኒቨርሲቲ	11	23/2/2010	ዲክላራሽን ኮፒ እና ከእዳና እገዳ ነጻ ስለመሆናቸው ማስረጃ ባለመቅረቡ	28/2/2010
52	የሲቪል ሰርቪስ ዩኒቨርሲቲ	3	ታህሳስ /05/2010	የገቢያ ዋጋ ጥናት ባለመገኘቱ	13/4/2010/21/9/2010
53	የገንዘብ ሚኒስቴር	2	18/2/2012	ዲክላራሽን ኮፒ ባለመቅረቡ	11/1/2011
54	የፌደራል የመጀመሪያ ደረጃ ፍርድ ቤት	2	17/12/2009	የገቢያ ዋጋ ጥናት ባለመገኘቱ	19/12/2009፣13/3/2010፣12/7/2010

55	የአማኑኤል የአዕምሮ ስፔሻላዊ ሆስፒታል	1	6/7/2011	መተማመኛ ለመፍራረም በሃደት ላይ ነው	5/12/2011
56	የኢትዮጵያ ጸሐፊዎች ስምምነት ስርዓት	1	10/6/2010	ዲክላራሲዮን ኮፒ ባለመቅረብ	06/6/2011፣ 06/11/2010
57	የኢ.ፌ.ዴ.ሪ ፕሬዝዳንት ጽ/ቤት	1	ሐምሌ 05 ቀን 2011	የተመረተበት ዓ.ም የማይታወቅ በመሆኑ	11/10/2010
58	የኢትዮጵያ ብሔራዊ ባንክ	3	14/12/2010	ሁለት ተሽከርካሪዎች ተሽከርካሪው ላይ የሻንሲ እና ሞተር ቁጥር ያልተገኝ ሲሆን 1 ተሽከርካሪ ሞዴሉ ጎፋም ላይ ያለተካተተ ስለሆነ	2/8/2011
59	በጤና ጥበቃ ሚኒስቴር የመላው አፍሪካ ሥጋደዋ መከላከያና ትምህርት መስጫ ማዕከል (አለርት)	8	ሰኔ 28 ቀን 2010 እንዲሁም መጋቢት 27 ቀን 2011 ዓ.ም	የተሽከርካሪዎች ዝርዝር ብቻ የቀረበ በመሆኑ ሌሎች ማስረጃዎች ማለትም እዳና እገዳ ስላለመኖሩ፣ ሊብሬ፣ ዲክላራሲዮን ቁጥር ባለመሟላቱ	ሐምሌ 9 ቀን 2010፣ መጋቢት 16 ቀን 2011፣ ሚያዝያ 16 ቀን 2011
60	የሲቪል ማህበረሰብ ድርጅቶች ኢ ጀንሲ	2	ሰኔ 06 ቀን 2011 ዓ.ም	የኮድ 30-054 ኢት.ሊ.ብሬኮፒ እና እዳ እገዳ ተስተካክሎ እንዲላክተጠይቋል፣ እንዲሁም የ ኮድ 4-03194 ኢት.ምንም መረጃ ያልተላከበ መሆኑ	ሰኔ 10 ቀን 2011
61	የአካባቢ፣ የደን የአደር ንብረት ለውጥ ኮሚሽን	3	ሚያዝያ 16 ቀን 2011 ዓ.ም	የተሽከርካሪዎች ዝርዝር ብቻ የቀረበ በመሆኑ ሌሎች ማስረጃዎች ማለትም እዳና እገዳ ስላለመኖሩ፣ ሊብሬ፣ ዲክላራሲዮን ቁጥር ባለመሟላቱ	ሚያዝያ 28 ቀን 2011
62	የፌዴራል ጠቅላይ ፍርድ ቤት	10	ሚያዝያ 30 ቀን 2011 ዓ.ም	የተሽከርካሪዎች ዝርዝር ብቻ የቀረበ በመሆኑ ሌሎች ማስረጃዎች ማለትም እዳና እገዳ ስላለመኖሩ፣ ሊብሬ፣ ዲክላራሲዮን ቁጥር ባለመሟላቱ	ግንቦት 1 ቀን 2011
63	የከፍተኛ ፍርድቤት	1	መጋቢት 12 ቀን 2010 ዓ.ም	መረጃው የተሟላ ቢሆንም የገበያ ዋጋ ባለመገኘቱ ምክንያት የቆየ ሲሆን አሁን በመንገድ ትራንስፖርት ዋጋው እንዲገመት ሂደት ላይ ያለ	የካቲት 28 ቀን 2010 ፣ ግንቦት 14 ቀን 2010

64	የህዝብ ተወካዮች ምክር ቤት ጽ/ቤት	1	መስከረም 24 ቀን 2010 ዓ.ም	የተመረተበት ዓ.ም ባለመኖሩ ያልተወገደ ሲሆን አሁን መረጃውን አሟልተው የላኩ በመሆኑ ለገበያ ዋጋ ጥናት ተልኮ በሂደት ላይ ነው	ጥቅምት 7ቀን 2010፣ ታህሳስ 30 ቀን 2010 እና ሚያዝያ 18 ቀን 2010 ታህሳስ 19 ቀን 2011
65	የቆዳ ኢንዱስትሪ ልማት ኢንስትትዩት	1	መስከረም 15 ቀን 2010 ዓ.ም	መረጃው ተሟላ ሲሆን ለገበያ ዋጋ ጥናት የተላከና በሂደት ላይ ነው	22/1/2010 ፣ 02/02/2011፣ 16/07/2011
66	የመንግስት ኮሙኒኬሽን ጽ/ቤት	2	የካቲት 14 ቀን 2010	መረጃቸው እንዲሟላ በተደጋጋሚ በደብዳቤና በአካል በመሄድ የተነጋገር ቢሆንም የመንግስት ኮሙኒኬሽን ጉዳዮች ጽ/ቤት መ/ቤቱ የራረሰ ሲሆን ጉዳዩን የሲቪል ስርቪስ ኮሚሽን በድጋሚ በመጠየቅ ቀድሞ ከነበሩት የንብረት ማስወድ ዳይሬክቶሬት ጋር በመሆን ንብረትነቱ የኢትዮጵያ ዜና አገልግሎት ድርጅት በመሆኑ የሲቪል ስርቪስ ኮሚሽን ለኢትዮጵያ ዜና አገልግሎት ድርጅት በደብዳቤ አሳውቋል	መስከረም 14 ቀን 2011 ፣ የካቲት 20 ቀን 2011 ፣ ታህሳስ 11 ቀን 2011
67	ማሪታይም ጉዳዮች ባለሥልጣን	1	21/09/2009	በአካል ተሽከርካሪው ላይ ያለው የሻንሲ ቁጥሩ ሊብራው ላይ እና ዲክላራሽን ላይ ከተገለፀው ጋር ልዩነት ያለው መሆኑ፣ የሞዴል ቁጥሩ በተሽከርካሪው ላይ ያለው፣ በዲክላራሽን ላይ የተገለፀው እና በሊብራው ላይ የተገለፀው ሶስቱም ልዩነት ያለው መሆኑ፣ ቀረጥ መክፈል አለመክፈል የሚገልጸው መረጃ የተከፈለ እና ከቀረጥ ነፃ የሚል በመሆኑ	
68	የብሔራዊ ሚቲዎርሎጂ ኤጀንሲ	4	21/9/2010	መረጃዎች እንዲሟሉ በተደጋጋሚ በደብዳቤ እና በአካል ጥረት ተደርጎ 2ቱ ተሽከርካሪዎች በ2011 ዓ.ም. ሲወገዱ 2ቱ ተሽከርካሪዎች የገበያ ዋጋ ጥናት ያልተገኘላቸው በመሆኑ	-

69	የጠቅላይ ሚኒስትር ጽ/ቤት	7	6/8/2011	1 ተሽከርካሪ ጎፋ-ሙ ፎርም-ላ ላይ ምክንያት	2 ደብዳቤዎች ተጽፏል።
				አውቶቡስ የሚል ባለመኖሩ፣ 1 ተሽከርካሪ እና 5 ሞተር ሳይክሎች የሊብራ ኮፒ፣ ዲክላራሽን፣ የሰሌዳ ቁጥር የሌለው እና መረጃዎች ተመሳሳይ ያለመሆን ችግር ያለባቸው በመሆናቸው	
70	የመንግሥት ግዥና ንብረት አስተዳደር ኤጀንሲ	1	16/08/2011	የሚወገደው ተሽከርካሪ ከፌዴራል ወንጀል መከላከል ዘርፍ መረከቡን በደብዳቤ የገለፀ ቢሆንም አረክከቡን	መረጃዎች እንዲላኩልን 2 ደብዳቤዎች ተጽፈዋል
				የሚገልጽ መረጃ አልተያዘም፣ መ/ቤቱ እንዲወገድ ሲል ክፍያ ባለንብረቱስ ምእናዕዳና ዕገዳ ያለበት ተመሳሳይ ቢሆንም ሊብራው ላይ የተገለፀው የባለንብረት ስም ይለያል እንዲሁም የቀረበው ዲክላራሽን አይነብ ስም በሰጠ ተኛ ወገን ለሚነሱ ጥያቄዎች ኃላፊነት ለመውሰድ ባለመቻላቸው	ሚያዝያ 28/2011 እና ነሐሴ 14/2011
71	የግብርና ሚኒስቴር	22	5/4/2011 እና 3/7/2011	የዲክላራሽን ኮፒ ያለመያያዝ የሊብራ፣ የዲክላራሽን፣ ዕዳና ዕገዳ የተገለፀበት እና ተሽከርካሪው ላይ ያለው መረጃ ተመሳሳይ ያለመሆን የሻንሲ፣ የሞተርና የሞዴል ቁጥር ተሽከርካሪዎች ላይ ያለመገኘት፣ የሚነበብ ዲክላራሽን ያለማቅረብ በሰጠ ተኛ ወገን ለሚነሱ ጥያቄዎች ኃላፊነት ለመውሰድ ፈቃደኛ ባለመሆን	በ08/04/2011፣ በ17/07/2011 እና በ21/02/2011
72	የኢትዮጵያ ጨረራ መከላከያ ባለሥልጣን	4	17/12/2009	የ2 ተሽከርካሪዎችና የ1 ሞተር ሳይክል የዲክላራሽን ኮፒ ባለመቅረቡ፣ የ1 ተሽከርካሪ ዕዳና ዕገዳ ያለበት ወይም የሌለበት መሆኑን የሚገልጽና ቀረጥ መክፈል ያለመክፈሉን የሚገልጽ መረጃ ባለመቅረቡ	በ29/12/2009፣ በ21/10/2010፣ በ08/02/2011፣ በ20/03/2011፣ በ13/05/2011፣ በ15/12/2011፣ በ28/12/2011 እና በ19/02/2012
73	የፌዴራል ማረሚያ ቤቶች አስተዳደር	42		ድክላራሽን ኮፒ የለም	
	ድምር	687			

APPENDIX V: PHOTO





