EASTERN CAPE PROVINCE



DEPARTMENT OF RURAL DEVELOPMENT AND AGRARIAN REFORM

Disposal Management Policy and Procedure Manual

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LIST OF ACRONYMS

ECDRDAR:	Eastern Cape Department of Rural Development and Agrarian Reform
AMP:	Asset Management Policy
BAMS:	Basic Asset Management System
AO:	Accounting Officer
CFO:	Chief Financial Officer
NT:	National Treasury
ECRDA:	Eastern Cape Rural Development Agency
PT:	Provincial Treasury
GRAP:	Generally Recognized Accounting Practice
SG:	Superintendent General
IAS	International Accounting Practice
PFMA:	Public Finance Management Act (No. 56 of 2003)
PPE:	Property, Plant and Equipment
SCOA:	Standard Chart of Accounts
AR:	Asset Register
DPW:	Department of Public Works
HDI:	Historically Disadvantaged Individual
OTP	Office of the Premier
PPPFA	Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000)
SMME's	Small, Medium and Micro Enterprises (SMMEs) bears the same meaning assigned to this expression in the National Small Business Act (Act 102 of 1996)

DEFINITIONS

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Assets are resources controlled by an entity as a result of past events and from which future economic benefits or service potential are expected to flow to the entity.
A major capital asset is an asset that costs more than R5,000 (all inclusive) per item.
A minor capital asset is an asset that costs less than R5,000 (all inclusive) per item.
Assets that are acquired, constructed or developed that do not normally
provide resources to discharge existing liabilities, but instead:
are normally employed to deliver government services;
may be consumed in the normal course of operations; and
Are not for sale in the normal course of operations.
Are non-monetary assets having physical substance that:
are held for use in the production or supply of goods and services, for rental to
others, for administrative purposes or for the development, construction,
maintenance or repair of other tangible capital assets;
have useful economic lives extending beyond an accounting period;
are used on a continuing basis; and
Are not for resale in the ordinary course of operations.
Are identifiable non-monetary assets without physical substance
A biological asset is defined as a living animal or plant.
Assets become redundant as they age and are replaced in the market place
by more technologically advanced items. This does not mean that the asset
held by a department is unusable: it may be continuing to provide economic
service to its user(s) but at a less effective or economical rate than a
technically advanced model.
Assets or inventory that is in excess of the needs of an organization and not
required for its foreseeable use.
A classification given to an asset where that asset requires repairs that is more
expensive than its replacement value. The asset will have ceased to operate
or provide the service for which it was acquired and the cost of its repair is
more than the economic value of its contribution to the delivery of services.
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DRDAR- DISPOSAL POLICY AND PROCEDURE MANUAL

Disposal	The elimination of a movable asset from the accounting records and Asset
	Register of the department by means of approved and authorised procedures
Fair Value	The estimated amount for which an asset should exchange between a willing
	buyer and a willing seller in an arms length transaction wherein both parties
	will each act knowledgably, prudently and without compulsion
Historically	A South African citizen –
Disadvantaged	who, had no franchise in national elections prior to the introduction of the
Individual	Constitution of the Republic of South Africa, 1993 (Act No 200 of 1993) ("the
	Interim Constitution"); and/or
	who is female; and/or who has a disability.
	(Provided that a person who obtained South African citizenship on or after the
	coming to effect of the Interim Constitution is deemed not to be an HDI)
Official	A person in the employ of the Eastern Cape Provincial Department of Rural
	Development and Agrarian Reform.
Department	The Eastern Cape Department of Rural Development and Agrarian Reform

1. INTRODUCTION

Disposal is the final process when the Department is planning to do away with unserviceable, redundant or obsolete movable assets. Contents of section 45 of the PFMA stipulate that every employee of the Department is responsible for the resources under his/her control. Assets which no longer contribute to service delivery shall be disposed in a responsible, equitable, transparent and accountable manner. This therefore means that all resources ought to be accounted for till they are disposed of.

The purpose of this policy is to provide a framework with processes and procedures, through which ECDRDAR may dispose of those assets which are identified as eligible for disposal.

PREAMBLE

Public Finance Management (Act 1 of 1999) Section 38 1 (b) as amended provides that the Accounting Officer is responsible for effective, efficient, economical and transparent use of the resources of the department, trading entity or constitutional institution.

Section 38 subsection 1(d) of PFMA provided that the Accounting Officer for the department is responsible for the management, including the safeguarding and the maintenance of the assets and the management of the liabilities of the department, trading entity or constitutional institution.

In an effort to curb challenges related to the identification, classification, methodology and management of disposal, the department embarked in a process of reviewing its instruments and interventions for the effective disposal process of assets.

This policy intends to promote transparent, effective, efficient and economical disposal of assets in line with the department's acquisitions and procurement plans.

2. OBJECTIVES

- 2.1. To provide a systematic, transparent and accountable framework, that is in accordance with the legislative and regulatory environment, for the disposal of movable, immovable and biological assets in the Department of Rural Development and Agrarian Reform.
- 2.2. The purpose of this policy is to provide a framework for the disposal of the departmental moveable assets that are not prerequisite to provide the minimum level of basic departmental services.
- 2.3. To provide the norms and standards for the recognition of an asset for disposal.

3. REGULATORY FRAMEWORK

- 3.1. Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000)
- 3.2. Preferential Procurement Regulations, 2001
- 3.3. Public Finance Management Act No. 1 of 1999
- 3.4. Treasury Regulations, in terms of the PFMA
- 3.5. Public Finance Management Act No. 1 OF 1999.
- 3.6. Supply Chain Management Framework (amended by Act 29 of 1999)
- 3.7. Livestock Theft Act No. 57 of 1957
- 3.8. National Environment Management Act No.107 of 1998
- 3.9. National Waste Management Act No. 59 of 2008.
- 3.10. Hazardous Substance Act No. 15 of 1973.
- 3.11. National Occupational Health and Safety Act
- 3.12. National Health Act No.3 of 2003.
- 3.13. GITO ACT/POLICY
- 3.14. Records Management Policy
- 3.15. Animal identification act Act 6 of 2002
- 3.16. Asset Management Policy 2005
- 3.17. Revenue Tariff Policy as amended

4. PRINCIPLES, VALUES AND PHILOSOPHY

- 4.1. This policy is intended to reflect ECDRDAR's commitment to the vision, mission, goals and values contained in Department's Strategic Plan. Committee members and other role players in the disposal process shall ensure that the highest ethical standards are maintained and that their code of conduct is in accordance with the prescripts.
- 4.2. The PFMA, PPPFA and associated Regulations also require that the disposal of any asset should maximise returns whilst ensuring open and effective competition.
- 4.3. The following values shall inform the disposal of all departmental assets :
 - (a) Transparency: Disposal of assets shall be conducted in a transparent manner whereby the role players shall be informed of the process and end products shall contribute to the creation of revenue and or community participation.
 - (b) Effective: Asset disposal is provided for the management of identified obsolete, redundant and worn out assets of the department.
 - (c) Economical: Asset disposal shall be conducted in a cost effective manner with the realisation of value for money process.
- 4.4. In the disposal process the following principles shall apply:
- 4.4.1. Items of historical or cultural significance shall be given special regard;
- 4.4.2. Any dangerous or environmentally hazardous goods shall be disposed of in an authorised manner;
- 4.4.3. The disposal method chosen will promote fair and effective competition to the greatest extent possible;

- 4.4.4. Disposals shall be conducted in an ethical manner;
- 4.4.5. No warranty will be offered on assets sold;
- 4.4.6. No credit terms will be extended to purchasers of assets;
- 4.4.7. Enhance the service delivery;

5. SCOPE OF APPLICABILITY

- 5.1. This policy is applicable to physical movable assets, immovable assets, biological assets and inventory which have been identified for disposal by ECDRDAR.
- 5.2. All officials employed by ECDRDAR shall be responsible for identifying assets and inventory for disposal; however the initiation of the disposal process resides with the Disposal Management
- 5.3. The intended buyers, who are interested in acquiring the disposed assets, are the citizens of the Province of the Eastern Cape.
- 5.4. All assets and inventory must be sold at a fair value, a value determined by ECDRDAR's revenue tariff policy, or the highest possible price obtainable, and must be in line with the PPPFA requisite.
- 5.5. Asset and inventory identified for disposal should be timely disposed to ensure improved efficiency of ECDRDAR's operations.

6. CONDITIONS FOR DISPOSAL

- 6.1. Physical moveable assets shall be identified for disposal when:
- 6.1.1 The asset is beyond economic repair (obsolete, surplus or redundant). In circumstances such as this, and if the need still exists for continuation of those services, a decision must be taken to either replace the asset, funds permitting, or to curtail delivery of services until funds for replacement are available. Even though it may not be cost-effective, in the absence of available funds, it may be necessary to repair the asset in order to continue providing services, and planning its replacement in a future financial year;
- 6.1.2. The asset is operationally inefficient, underperforming and has been included in an obsolete register;
- 6.1.3. The asset is part of an asset replacement plan; and
- 6.1.4. The asset does not comply with occupational health and safety standards. When an IT equipment has reached a 3 year lifespan

6.2. Biological Assets shall be identified for disposal when:

- 6.2.1. They are not meeting the norms and standards required by the research programme;
- 6.2.2. They have reached the end of research cycle and are no longer required for research;
- 6.2.3. When it is necessary to be sold on the open market (stud breeders sale) to test the value of the objectives;

- 6.2.4. Animals that have been issued out/transferred to Livestock Improvement Scheme will be recorded in the obsolete register and will be disposed of in terms of disposal processes when need arises.
- 6.2.5. The supplying of biotechnology breeding (Superior genetic material) material to communal farmers through Livestock Improvement Schemes shall be declared as a transfer out.
- 6.2.6. The issuing of superior genetic material for the purpose of collaborate research with other institutions on National, Provincial levels shall also be declared as transfer out. This also includes research and testing of genetic potential in local communities by the Department.
- 6.2.7. Only animals that are functional efficient for breeding may be transferred to the livestock improvement scheme.

6.3. Inventory shall be identified for disposal when:

- 6.3.1. There is surplus inventory produced by ECDRDAR that they do not have the capacity to store.
- 6.3.2. They have expired and can no longer be utilised for ECDRDAR's operations. This is not encouraged as stores management should ensure that optimum stock levels are maintained and no stock expires. Expired inventory should be written off prior to disposal.

7. METHODS OF DISPOSAL

- 7.1. Public Auction
- 7.1.1. Goods may be disposed of by public auction if this method is considered to be suitable by the Disposal Committee.
- 7.1.2. There are two types of auction sales. "In house auction sale" executed by the Disposal Management and "an external auction sale" which is outsourced to private auctioneers and facilitated by Disposal Management.
- 7.2. Scrapping through Destruction or Dumping
- 7.2.1. Where an asset is classified as beyond economical repair the asset must be destroyed, with the destruction being witnessed by another responsible official who shall be nominated by the Disposal Committee.
- 7.2.2. The Department shall only destroy or dump assets where:
 - 7.2.2.1. They cannot be refurbished
 - 7.2.2.2. Have no resale value
 - 7.2.2.3. Are non-recyclable
 - 7.2.2.4. Cannot be disposed of in any other way
 - 7.2.2.5. In the case of a biological asset, where a contagious disease occurred, the animals must be destroyed

- 7.2.2.6. In the case of serious injuries, weakness or disease where a chance of recovery is small, and the animal is suffering it must be destroyed immediately through the discretion of the responsible livestock manager
- 7.2.2.7. The carcases are to be buried in terms of the relevant environmental prescripts.

7.3. Exchanges of Assets

- 7.3.1. An asset may be acquired in exchange or part exchange for a dissimilar item of property, plant and equipment or other asset.
- 7.3.2. The asset may be acquired in exchange for a similar asset that has a similar use in the same line of business and which has a similar fair value. The asset may also be sold in exchange for an equity interest in a similar asset.

7.4. Trade-In

- 7.4.1 Motor Vehicles may be traded in when the maintenance costs of the vehicle are unreasonably high with a view to replace the vehicle with a new one.
- 7.4.2. Assets may be traded in on new assets where the trade in offered represents a fair market value.

7.5. Donations

- 7.5.1. Donations are meant to promote objectives of the Department as part of service delivery; depending on the availability of resources and in line with the provisions of the PFMA.
- 7.5.2. A donation request must be initiated by the intended beneficiary in writing or the MEC or Head Of Department may initiate such donation
- 7.5.3. Request should be directed to the Disposal Committee for recommendation and approval by the Accounting Officer.
- 7.5.4. Criteria for consideration by the Disposal Committee shall be as follows but not limited to:
 - 7.5.4.1. Availability of the resources
 - 7.5.4.2. Impact on the service delivery
 - 7.5.4.3. The monetary value of a donation should not exceed Hundred Thousand rand (R100 000) per case.
 - 7.5.4.4. The approval of donation by the department must be done in writing/ formal
 - 7.5.4.5. The terms and conditions for the donation should be documented
 - 7.5.4.6. The Department will maintain a donations register and disclose the donation on the Annual Financial Statement.
- 7.5.5. The MEC has the discretion to donate any moveable property of the department to vulnerable groups/ designated groups only if it is in the interest of the state and has met the above conditions.

7.5.6. Items may be outsourced and the Disposal Management will be representative of the department. The terms and conditions for this will be concluded between the service provider and the Department shall be concluded by Disposal Management.

8. DISPOSAL PROCESSES AND PROCEDURES

- 8.1. Assessment of Existing Assets
- 8.1.1. The Asset Register of the Department shall be examined, at least on an annual basis, to establish:
 - 8.1.1.1. Assets with no book value or R1 value
 - 8.1.1.2. Assets that have reached the end of their estimated useful/economic lives;
 - 8.1.1.3. Assets that are underperforming and underutilised;
 - 8.1.1.4. Assets that are redundant or obsolete; and
 - 8.1.1.5. Assets that have excessive operations and maintenance cost.
 - 8.1.1.6. The Responsibility Managers shall compile a list of assets eligible for disposal, with valid reasons for disposals as contained in section 9 of this policy.

8.2. Conditions of Disposal

- 8.2.1. ECDRDAR shall not offer any warranty as to the quality or condition of goods offered for disposal.
- 8.2.2. Documentation relating to the disposal of an asset shall contain a disclaimer and exclusion of warranty which will establish:
- 8.2.3. ECDRDAR offers no warranty on the condition of the assets for sale
- 8.2.4. That all assets are sold "as is, where is"
- 8.2.5. A check must be carried out on the asset to be sold to ensure that that asset does not contain additional items not intended for sale, confidential documents (records, files, papers, software information etc.), external asset tags or hazardous materials.
- 8.2.6. In the case of Computer Equipment, the Department's Information Technology Unit and the Government Information Technology Officer (GITO) shall remove all data and software from the hard drives of computers to be disposed of, as per the requirements and specifications of the National Intelligence Agency (NIA).
- 8.2.7 Valuation be conducted on any asset prior to disposal to ensure compliance with the above Regulation, and to request confirming authority should it not be deemed possible or advantageous to the state to dispose of the asset at market-related value.

8.3. Approval for Disposal:

8.3.1. The final Asset Disposal List shall be presented to the Disposal committee of the department for independent validation and recommendations and final approval by the Accounting Officer or delegated officer.

8.3.2. The Accounting Officer of the Department or his/her delegated person shall approve the disposal of asset/s by appending the signature on the appropriate column in the disposal certificate.

8.4. Actual disposal of Assets

- 8.4.1. Assets shall be sold to the bidder with the highest accepted offer or to the bidder with the most points, whichever method has been applied.
- 8.4.2. Assets shall be disposed in accordance with the method of disposal recommended by the Disposal Committee.
- 8.4.3. Assets shall be disposed of through the Disposal Management in accordance with the processes and procedures laid down in this policy.
- 8.4.4. ECDRDAR may sell movable assets identified for sale to its employees only if all the following conditions are satisfied:
 - 8.4.4.1. The method of disposal to employees shall be in accordance with the conditions of sale; and
 - 8.4.4.2. The number of assets sold to each individual employee shall be limited to the number recommended by the Disposal Committee where necessary.
 - 8.4.4.3. The criteria for such sale shall be recommended by the Disposal Committee and approved by the Accounting Officer.

8.5. Record the Disposal

- 8.5.1. All items sold and the proceeds must be recorded at the time of sale.
- 8.5.2. The proceeds from the sale must be receipted on the approved face value receipt of ECDRDAR.
- 8.5.3. Asset management must be provided with a list of disposed asset to update the Asset Register.
- 8.5.4. The profit on disposal of the asset shall be surrendered to the Provincial Revenue Fund.
- 8.5.5. Removal permit especially in the case of livestock is issued.
- 8.5.6. Asset management must be provided with a copy of the approved disposal list and adjust the asset register.

8.6. Payment

- 8.6.1. An invoice must be prepared by the Disposal Management which will include information of the sold item/s and their amounts
- 8.6.2. The sold items shall be paid for in cash or by bank guaranteed cheque, EFT, Bank Transfer/deposit, speed points or any method that is approved by Revenue Management.
- 8.6.3. Once payment is received by the cashier of the department from the successful purchaser, delivery may be taken of the assets purchased.

8.7 Evaluate the Disposal Process

The Disposal Committee shall prepare and submit a report to the Accounting Officer and this report shall (but not limited to) contain the following:

- 8.7.1. The implementation of the policy.
- 8.7.2. Recommendations for policy and procedure amendments
- 8.7.3. The disposal process in summary:
- 8.7.4. Decide which assets are to be disposed
- 8.7.5. Estimate the market / net realisable value of the asset to be disposed
- 8.7.6. Select the appropriate disposal method
- 8.7.7. Obtain approval for the disposal
- 8.7.8. Prepare for disposal
- 8.7.9. Establish conditions of disposal
- 8.7.10. Effect the disposal
- 8.7.11. Collection of revenue and receipting on BAS
- 8.7.12. Record the disposal
- 8.7.13. Evaluate the disposal process

9. ROLES AND RESPONSIBILITIES

9.1. Disposal Management Unit

The Disposal Management unit which is the sub directorate of the Supply Chain Management directorate shall perform the following functions in the disposal of assets:

- 9.1.1. Receive disposal requests
- 9.1.2. Assess the request and verify the existence, condition of the item/s requested to be disposed of
- 9.1.3. Facilitate the sitting of the disposal committee
- 9.1.4. Serve as the secretariat of the disposal committee meeting
- 9.1.5. Facilitate that the disposal certificate is confirmed by the confirming authority
- 9.1.6. Ensure that disposal is executed in a proper manner
- 9.1.7. Manage the service provider if the auction sale is outsourced
- 9.1.8. Logistical arrangements are properly done for the execution of the disposal i.e. advertising of sale, issue invoices and removal certificates etc.

9.2. Disposal Committee

The Accounting Officer shall appoint the Disposal Committee in writing and shall determine the term of office of its members, performing the following functions:-

- 9.2.1. Facilitate the assessment of the condition of existing assets
- 9.2.2. Identify when a disposal is warranted

- 9.2.3. Recommend the appropriate method of disposal of the asset(s)
- 9.2.4. Apply the procedure applicable to the disposal method selected
- 9.2.5. Ensure the disposal requests are evaluated and adjudicated and are done so in accordance with the delegated levels of authority
- 9.2.6. Effect the disposal once the bid has been adjudicated and approved according to the thresholds
- 9.2.7. Ensure that disposals are conducted accordance with the policies, processes and procedures contained in this document
- 9.2.8. Ensure that items for disposal are owned by the department,
- 9.2.9. In the case of livestock, ensure appropriate marking in line with the specifications of Society in Prevention of Cruelty to Animals are visible to the livestock for disposal,
- 9.2.10. In the case of livestock disposals, ensure stipulations of the Animal Stock Theft Act are complied with.

9.3. Chief Financial Officer/ Asset management

After the disposal of assets, Asset Management shall ensure the execution of the accounting entries as follows:-

9.3.1. Assets no longer in use

- 9.3.1.1. A movable asset shall be written down to a value of one (1) rand if the asset is permanently withdrawn from use and no future economic benefits or service potential is expected from it.
- 9.3.1.2. The asset shall remain at the value of one rand until the asset is disposed of through one of the reasons identified above.

9.3.2. Assets beyond economical repair

- 9.3.2.1. Necessary maintenance to keep the asset in good working condition, which is significant (or 'major') and which is not carried out when required, may reduce the useful life of the asset, lower its disposal value at the end of its life, and or impair its functionality and reduce its output on a long term or permanent basis.
- 9.3.2.2. Under these circumstances, on review of such assets where the indication is that the carrying amount is permanently affected, an impairment loss needs to be recognised.
- 9.3.2.3. An impairment loss is the amount by which the carrying amount of an asset exceeds the total economic benefits or service potential that the Department expects to recover from the continued use and ultimate disposal of the asset.

9.3.3. Asset Transfers between Departments and Entities

9.3.3.1. If an asset is transferred to another department/public entity that asset will be removed from the records of the Department at the carrying value.

- 9.3.3.2. Both the cost and accumulated depreciation shall be reversed out of the Asset Register.
- 9.3.3.3. Where the asset is transferred at 'no value' or 'donated' to the receiving department, this treatment does not differ.
- 9.3.3.4. If an asset is transferred to a Public Entity that asset will be removed from the records at the carrying value. Both the cost and accumulated depreciation shall be reversed out of the Asset Register.
- 9.3.3.5. Assets transferred to a Public Entity shall be re-valued on receipt by the Public Entity and share capital of an equivalent value will be issued to the Department.

9.3.4. Asset Exchanges

- 9.3.4.1. An asset may be acquired in exchange or part exchange for a dissimilar item of property, plant and equipment or other asset.
- 9.3.4.2. When an asset is exchanged for a similar asset, it is implied that the cost of the acquired asset is equal to the carrying amount of the asset disposed of and no gain or loss results.
- 9.3.4.3. The cost of such an item is measured at the fair value of the asset received, which is equivalent to the fair value of the asset given up, adjusted by the amount of any cash or cash equivalents transferred.
- 9.3.4.4. The asset may be acquired in exchange for a similar asset that has a similar use in the same line of business and which has a similar fair value or the asset may also be sold in exchange for an equity interest in a similar asset.
- 9.3.4.5. In both cases above, no gain or loss is recognised on the transaction. Instead, the cost of the new asset is the carrying amount of the asset given up. However, the fair value of the asset received may provide evidence of impairment in the asset given up. Under these circumstances the asset given up is written down and this written-down value assigned to the new asset.

9.3.5. Asset Disposal

- 9.3.5.1. Not all assets are retained throughout their life and when they are sold or disposed of, gains or losses are inevitable. Gains or losses arising from the retirement or disposal of an asset should be determined as the difference between the estimated net disposal proceeds and the carrying amount (net book value) of the asset given up.
- 9.3.5.2. For the purposes of disclosure in the financial statements, the gain or loss should be included in the statement of financial performance as an item of revenue or expense, as appropriate. If gains or losses on disposal of assets are significant enough, they shall be separately identified.
- 9.3.5.3. The disposal of the asset will require the removal of the carrying amount or book value of the asset, which is the net result of two accounts, namely the Cost and Accumulated Depreciation accounts.

- 9.3.5.4. The surplus arising from the disposal of assets must be surrendered to the relevant Revenue Fund.
- 9.3.5.5. A loss on disposal of a movable asset is recorded as expenditure for the fiscal year as it represents insufficient depreciation over the useful life of the asset or an over estimation of residual value of the asset.

9.3.6. Assets Written Off

- 9.3.6.1. The disposal of the asset will require the removal of the carrying amount or book value of the asset, which is the net result of two accounts, namely the Cost and Accumulated Depreciation accounts.
- 9.3.6.2. For the purposes of disclosure in the financial statements, the loss should be included in the statement of financial performance as an expense. If the losses are significant enough, they shall be separately identified.

10. RESOURCE IMPLICATIONS

- 10.1. **Financial:** Disposal Management under SCM shall be responsible for budgeting for the implementation, monitoring and evaluation of the policy.
- 10.2. **Human Resources:** User Components shall make officials available for the implementation, monitoring and evaluation of the policy.

11. MONITORING AND EVALUATION

- 11.1. The Office of the Chief Financial Officer shall evaluate the report of the Disposal Committee.
- 11.2. The Disposal Committee recommendations shall be assessed and implemented where deemed in the best interests of the ECDRDAR. This shall take place no later than three months from the submission of the report by the Disposal Committee.

12. POLICY REVIEW

This policy shall be assessed every three (3) years from its effective date to determine its effectiveness and appropriateness. This policy may be assessed before that time as necessary to reflect substantial organisational changes or any change required by law and regulations.

13. RECOMMENDATIONS AND APPROVAL
RECOMMENDED/NOT RECOMMENDED
N TUNGATA
DATE: 28/03/2018
APPROVED/NOTAPPROVED

L.L. NGADA
HEAD OF DEPARTMENT
DATE: 28 03 2018