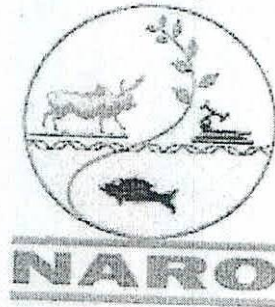


APPENDIX 2: STAFF PERFORMANCE APPRAISAL FORM



STAFF PERFORMANCE APPRAISAL FORM (SPAF)

Preamble

This Staff Performance Appraisal Form is an instrument for evaluating the performance of staff in relation to their contribution to the achievement of the goals and objectives of NARO. The overall objective of the Performance Management System (PMS) is to manage and improve the performance of NARO by enabling a higher level of staff participation and involvement in planning, delivery and evaluation of work performance. Staff Performance Appraisal in NARO offers an opportunity to a member of staff (Appraisee) to dialogue with the supervisor (Appraiser) and to obtain feedback on his/her performance. It is further intended help the Secretariat to ascertain skills and performance gaps and thereby design appropriate interventions to improve individual performance.

Appraisers and the Appraisees should read the detailed Guidelines before completing the Staff Performance Appraisal Form.

Period of Assessment

From: JULY 2021 To: JUNE 2022

SECTION A-1: APPRAISEE PERSONAL INFORMATION

Title	Mrs.
Name (Full names in block letters)	JULIAN NAMBAFU OUMA
Personal File Number	EMP02029
Present Job Title/Position	ASSISTANT INVENTORY MANAGEMENT OFFICER
Department/Institute	FINANCE & ACCOUNTS/NaFIRRI-JINJA
Date of last Appointment	22 nd JUNE 2018

SECTION: A-2: APPRAISER INFORMATION

Name of Appraiser	Mrs. DEBORAH EYOKU IMWEBYA
Position of Appraiser	SENIOR ACCOUNTANT

SECTION B: PERFORMANCE PLANNING (AGREEMENT) AND REVIEW FORM

Part B (1) of this Section should be completed by the appraiser and appraisee at the beginning of the assessment period. **Part B (2)** of the Section should be completed in June every year by the Appraiser and Appraisee for confirmed staff and after six months for staff serving on probation. The assessment of individual performance in **Part B (2)** should be reflected as a Performance Level, based on the Rating Scale below:

Rating Scale

- a) **Outstanding (5):** Results achieved **exceeded** target
- b) **Very good (4):** Results **fully met** target
- c) **Good (3):** Results **almost** met the target
- d) **Fair (2):** Achieved some results
- e) **Poor (1):** Did not achieve any results

Part B(1): Performance Planning Key Outputs, Performance Indicators & Performance Targets (To be completed by the staff and Supervisor at the beginning of the assessment period)				Part B(2): Performance Appraisal (To be completed by the Supervisor at the end of the appraisal period)						
Outputs	Performance Indicators	Agreed Performance Targets	Performance Level	Performance Level					Comments on performance	
				1	2	3	4	5		

1. Incoming supplies received and verified by internal Audit.	1. Copies of Goods Received Note (GRN) in place signed by both the internal auditor and user.	1. Goods received in good condition with verification done by the internal auditor and user.	<ul style="list-style-type: none"> 67 copies of goods received notes were issued to suppliers and copies submitted for payment after verification was done by the senior internal auditor and the respective users. 				4	
		2. Accuracy in recording Goods Received Notes i.e. the quantities, prices and amounts before issuance.	<ul style="list-style-type: none"> Goods worth shs.243,166,475 were received and accurately recorded during the year were in good condition. <i>There were no Local purchase orders cancelled or goods rejected after payment.</i> GRNS issued. <i>Appendix A.</i> 				5	
2. Incoming supplies checked against order.	1. Register/record to match LPOs to deliveries.	1. Reference to the Local Purchase Order as the basis of verification	<ul style="list-style-type: none"> 67 copies of Local Purchase Orders formed part reference during receipt of deliveries in Stores. 				4	

		of items received in the store.							
	2. Copies of Delivery notes and invoices on file.	2. Filing delivery notes and invoices.	<ul style="list-style-type: none"> 67 copies of delivery notes and invoices are on file and available for verification. 			4			
3. Supplies/stock properly and safely stored.	1. Evidence of Categorized Stores.	1. Ensure that the items are categorized and labeled e.g. machinery, chemicals, fishing gear and kept in separate stores to avoid contamination and spoilage.	<ul style="list-style-type: none"> All supplies are kept in proper and safe locations and the store have been categorized according to Machinery, Chemicals, Obsolete equipment, Fishing gear and a General store. All expired chemicals have been identified and separated from the rest to avoid contamination and spoilage. A list of the expired chemicals is available on file in the store. 			4			
	2. Copies of Job	2. General cleaning of	<ul style="list-style-type: none"> There was 1 major general cleaning of the 			3			

	completion certificates filed.	stores at least bi-annually.	<i>store rooms done during the month of March 2022, copies of job completion cards on file for verification.</i>					
	3. Secured storage rooms for assets and items.	3. Ensure all the stores storage rooms have intact doors and padlocks to ensure safety.	<ul style="list-style-type: none"> All the stores have intact doors and padlocks hence their safety. 			3		
	4. Lists of assets procured and engraved.	4. Ensure that all assets received with in the financial year are engraved by the 5 th day after delivery.	<ul style="list-style-type: none"> None of the assets acquired during the financial year were engraved as funds were not available. The list of un engraved assets is available on file. 			2		

	5. Number of stores ledgers updated.	5. Reconcile stores ledgers with actual balances monthly.	<ul style="list-style-type: none"> ▪ <i>Stock balances verified by senior internal auditor and head stores against 8 monthly reports submitted. See attached summary. Appendix B.</i> 						4	
4. Supplies issued against proper documentation.	1. Evidence of stores requisition forms and stock cards.	1. Ensure that items are issued out of the store after requisitions have been fully Approved.	<ul style="list-style-type: none"> ▪ <i>Copies of Stores Requisition forms fully signed by the users, program/project leaders, head of stores and the AIMO are on file available for verification.</i> 						4	
	2. Evidence of gate passes.	2. Avail gate passes for all assets from the stores that leave the institute.	<ul style="list-style-type: none"> ▪ <i>49 copies of Gate passes for items that left the institute during this period approved by program leader/heads of units are on file.</i> 						4	
	3. Assets Loan book in place.	3. Ensure the assets loan book is fully signed and approved	<ul style="list-style-type: none"> ▪ <i>The Assets Loan book is in place and fully signed by the person borrowing the assets and approved by programme leaders and head of section for issues and returned items.</i> 						4	

		for assets going out of the store and are to be returned.							
	4. Copies of Material Transfer on file.	4. Ensure that a material transfer note is signed for items being moved from one location /custody to another within and outside the institute e.g. when assets are disposed of.	<ul style="list-style-type: none"> ▪ <i>On file are 3 copies of Material Transfer Notes for lotted items disposed of through auctioning.</i> ▪ <i>Also on file are copies of general receipts for the assets that were transferred from NaFIRRI to the buyers as evidence of payment.</i> ▪ <i>Gate passes were also issued for these items to leave the institute.</i> 			4			

5. Periodic stock counts in line with the set standards taken	1. Updated stores inventory/ Assets register.	1. An updated Asset register at the end of the financial year.	<ul style="list-style-type: none"> A copy of an updated Asset register for the financial-year 2021/2022 is on file, approved and received by NAROSEC on 7th July 2022. See attached form, Appendix C. 				4	
	2. Number of stock taking reports conducted.	2. Conduct at least 2 stock taking exercises on assets of high risk in a financial year.	<ul style="list-style-type: none"> 2 reports are on file for stock taking done on water vessels as they are assets of high risk. 				4	
	3. Number of reports on status of assets outside the institute.	3. Conduct at least 2 exercises on status of assets outside the institute.	<ul style="list-style-type: none"> 2 reports submitted on the status of water vessels outside the institute carried out in December 2021 and April 2022 and 1 report on the status of Hostel & staff club assets in December 2021. 				4	

<p>6. Procurement unit liaised with on replenishment and acquisition of materials with respect to lead times.</p>	<p>1. Number of stock replenishment reports/lists shared.</p>	<p>1. Share at least 6 stock replenishment reports by the 5th day of the following month.</p>	<ul style="list-style-type: none"> ▪ <i>On file are 8 stock replenishment reports for the months of July 2021, August 2021, October 2021, November 2021, December 2021, January 2022, March 2022 and April 2022.</i> <p><i>Appendix B</i></p>			<p>8</p>	<p>5</p>
<p>7. Management advised on unserviceable obsolete and unwanted materials in store with the view of disposing them off.</p>	<p>1. Stores Board of Survey report prepared and submitted.</p>	<p>1. Prepare Stores Board of Survey report for submission by the 7th day of July 2020.</p>	<ul style="list-style-type: none"> ▪ <i>Soft and hard copies of the Stores board of survey report 2020/2021 submitted on the 4th July 2021 and 12th July 2021 respectively.</i> 			<p>4</p>	
	<p>2. Number of reports on Assets that are due for disposal on standard forms.</p>	<p>2. Prepare at least 1 Report on those items that are obsolete and require disposal on</p>	<ul style="list-style-type: none"> ▪ <i>A list of assets due for disposal as at 5th November 2021 is on file fully signed and approved by the director.</i> 			<p>4</p>	

		the standard procurement disposal form 28.						
	3. Copies of parts returned form filed.	3. File quarterly reports on damage/replaced/obsolete items returned to stores by users.	<ul style="list-style-type: none"> ▪ <i>Copies of old parts returned forms on file.</i> 	2				
8. Stock balances records maintained.	1. Stock cards updated.	1. Reconciliation of balances on consumables on the stores requisition forms with stock cards at all times.	<ul style="list-style-type: none"> ▪ <i>The stock cards are up to date and the balances reflected on the stores requisition form reconcile with the balances on the stock card for each item. Copies of stock cards and issues are on file in the store.</i> 		4			

Overall Performance Assessment on Targets

Overall assessment of performance on targets should be derived by adding the scores at each Performance Level and dividing the resultant total by the number of targets. The average of the score obtained shall be the overall assessment for targets.

Overall Score on Performance Targets = Average Score on Targets / 5 x 80 = % $\frac{80}{105} \times 80 = 61\%$

SECTION C: APPRAISAL OF CORE COMPETENCES

This section should be completed by the Appraiser after a discussion with the Appraisee.

Rating and Explanation

- 5: Exceptional - Behavioral competence consistently far exceeded expectations
- 4: Exceeded Expectations - Behavioral competence exceeded expectations
- 3: Met all Expectations - Behavioral competence fully met expectations
- 2: Below Expectations: Behavioral competence did not consistently meet expectations
- 1: Unacceptable: Behavioral competence was consistently below expectations

Tick the most appropriate rating for each competence

SECTION C-1: GENERAL COMPETENCES

Competence(s)	Assessment					Comment(s)
	5	4	3	2	1	
Professional and Technical Knowledge : Has adequate professional and technical knowledge to perform duties diligently and efficiently	5					
Result Orientation : Delivers results of desired quality within available resource and specified time frames		4				
Communication : Has ability to express himself/herself clearly both orally and in writing	5					
Judgment and Decision-Making: Develops appropriate solutions and takes action		4				
Information Technology: Is able to use ICT to produce planned outputs and objectives of NARO		4				
Time Management: Adheres to schedules; manages his/her time well; completes work assignments on time		4				
Interpersonal Relations: Exhibits a good level of interpersonal skills and has a good working relationship	5					
Quality Improvement: Strives for efficient, effective, high quality performance in self and in the Institute/Department/Section		4				
Initiative: Generates ideas that provide new insights		4				
Integrity: Upholds and demonstrates professional and NARO's values and ethics	5					

Team Work: Cooperates and collaborates with colleagues as appropriate; works in partnership with others	5					
Commitment to Own Personal Development and Training: Is eager for self-development; has inner drive to supplement training from NARO	4					
Personal Appearance: Always neat and pleasant, well groomed and presentable	5					
Enthusiasm and Drive: Highly self-motivated; anxious to make progress in the face of difficulties, setbacks or pressure of work	5					

SECTION C-2: MANAGERIAL AND SUPERVISORY COMPETENCES

(This section applies to staff who have managerial and supervisory responsibilities)

	Assessment					Comments
Leadership Ability: Organizes, motivates and leads staff to achieve desired results	5	4	3	2	1	
Financial Management: Compiles budgets, knows and applies the basic financial policies and procedures; is familiar with the overall financial management processes						
Managing People: Coaches, evaluates, develops people; sets expectations, recognizes achievement, manages conflicts, aligns performance goals with NAROs goals, provides feedback; delegates						
Team Building : Promotes team spirit						

Overall Rating of Competences: Average Score of Applicable Competences/5 X 20 =%

$$\frac{63}{70} \times 20 = 18\%$$

SECTION D: OVERALL PERFORMANCE RATING

Use the scale below to interpret the overall performance of the appraisee. The overall rating should be the percentage sum for Section B and C.

$$B+C = \dots 61 + 18 = \dots 79\%$$

Tick as appropriate	Overall performance rating	Explanation
	Outstanding Performance (80% & above)	Employee has in all areas exceeded agreed expectation
✓	Very Good Performance (79-65%)	Employee has met all expectations
	Satisfactory /Acceptable Performance (64-50%)	Employee has met most expectations
	Needs Improvement (49-41%)	Employee has not met most expectations
	Unsatisfactory/Unacceptable Performance (40% & below)	Employee has failed to meet expectations

SECTION E: PERFORMANCE IMPROVEMENT PLAN

The plan should take into account the Appraiser's required job competences and the identified performance gaps. The proposed actions may involve training, coaching, mentoring, attachment, job rotation and counseling, etc.

Competency to be addressed	Agreed Course of Action	Time Frame	Expected Outcome

SECTION F: OVERALL COMMENTS AND RECOMMENDATIONS

Overall comments on the appraiser's performance such as strengths, skills or qualities which he/she has, including recommendations such as confirmation, extension of probationary period, reward, training, renewal of contract, termination of contract etc.

SECTION F-1: COMMENTS BY IMMEDIATE SUPERVISOR

The appraiser has delivered exceptionally well during the year of appraisal.

Supervisor's Name: Mrs. DEBORAH EYOKU I MWEBYA
Signature: *Debra* Date: 12th / Sept / 2022

SECTION F-2: APPRAISEE'S COMMENTS ON APPRAISAL BY THE SUPERVISOR

General comments on your performance, if any
~~Appraiser's performance as per the score however given the sensitivity of the office, hard~~

Appraiser's Signature: *[Signature]*


**SECTION F-3: COMMENTS ON APPRAISAL BY HEAD OF INSTITUTE/
DEPARTMENT**

These should focus on the consistency and reasonableness of the assessment and comments given by the supervisor on the appraisee's performance

.....
.....
.....
Signature..... Date.....

**SECTION F-4: COMMENTS BY THE ~~DIRECTOR~~ GENERAL OF HIS/HER
DESIGNEE**

Good performance as per the score. However, given the sensitivity of the office handled, there's need to pay attention to engraving of assets & having copies of returned parts in place.

Name. WINTFRED NWAHUBO Signature. 

APPENDIX A: Summary of Goods received Notes issued FY 2021/2022.

S/N	GRN No.	Description	Project/ Source of fund	Amount
1	1789	Laboratory consumables	SON	1,090,000
2	1782	Chemicals	FISHBASE	1,770,000
3	1786-1787	Laboratory consumables	BEL	1,250,000
4	1777	Chemicals	GBIF	4,050,000
5	1778-1780	Stationery	BIOGAS-MOSTI	1,978,000
6	1781	Tonner and calculator	BIOGAS-MOSTI	550,000
7	1783	Chemicals	BIOGAS-MOSTI	6,552,000
8	1784	Bio digester plants	BIOGAS-MOSTI	64,800,000
9	1785	Tyres	BIOGAS-MOSTI	3,258,475
10	1911	Stationery	IDRC	1,640,000
11	1912	Laboratory consumables & chemicals	IDRC	2,921,000
12	1914-1916	Weighing scales	IDRC	3,150,000
13	1917	Batteries	IDRC	425,000
14	1919	Oil & grease	IDRC	4,073,000
15	1920	Ethernet media converter	IDRC	900,000
16	1921	D-link switch	IDRC	575,000
17	1523	Tyres	LEAF II	1,820,000
18	1524	Tape measures	LEAF II	2,475,000
19	1529	Masks and sanitizer	LEAF II	708,000
20	1530	Tonner	LEAF II	1,400,000
21	1531	Tonner	LEAF II	700,000
22	1565-1566	Stationery	SEGLOFF	715,000
23	1673	Hand washer	Overheads	900,000
24	1674	T-shirts	Overheads	4,200,000
25	1675	Disposable masks & water	Overheads	285,000
26	1676	Fish feeds	Overheads	100,000
27	1677	UPS	Overheads	750,000
28	1679	Tonner	Overheads	860,000
29	1680	Electricals	Overheads	591,000
30	1681	Fish feeds	Overheads	4,980,000
31	1881	Fish feeds	NTR	3,132,000
32	1882	Fish feeds	NTR	1,884,000
33	1883	Fish feeds	NTR	4,988,000
34	1884	Fish feeds	NTR	4,626,000
35	1885	Fish feeds	NTR	3,954,000
36	1879-1880	Chemicals& laboratory consumables	NTR	1,762,000
37	1886	Drums	NTR	150,000
38	1887	Plain wire	NTR	10,000
39	1888	Rope	NTR	80,000

APPENDIX B: SUMMARY OF MONTHLY REPORTS SUBMITTED FOR VERIFICATION OF STOCK BALANCES

S/n	Month	Description	Date of verification by Head stores
1	April 2022	Stock balances on stationery and consumable items	6 th May 2022
2	March 2022	Stock balances on stationery and consumable items	7 th March 2022
3	December 2021	Stock balances on stationery and consumable items	January 2022
4	January 2022	Stock balances on stationery and consumable items	3 rd February 2022
5	November 2021	Stock balances on stationery and consumable items	9 th December 2021
6	October 2021	Stock balances on stationery and consumable items	November 2021
7	July 2021	Stock balances on stationery and consumable items	5 th August 2021
8	August 2021	Stock balances on stationery and consumable items	6 th September 2021