

## 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 2022 To: JUNE 2023

#### SECTION A-1: APPRAISEE PERSONAL INFORMATION

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

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

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"> <li>47 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.</li> </ul>			4	
		2. Accuracy in recording Goods Received Notes i.e. the quantities, prices and amounts before issuance.	<ul style="list-style-type: none"> <li>Goods worth shs.170,429,220 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></li> <li>GRNS issued, <i>Appendix A.</i></li> </ul>			4	
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"> <li>47 copies of Local Purchase Orders formed part reference during receipt of deliveries in Stores.</li> </ul>			4	

		of items received in the store.						
	2. Copies of Delivery notes and invoices on file.	2. Filing delivery notes and invoices.	<i>47 copies of delivery notes and invoices are on file and available for verification.</i>				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"> <li>▪ <i>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.</i></li> <li>▪ <i>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.</i></li> </ul>				4	
	2. Copies of Job	2. General cleaning of stores at	<ul style="list-style-type: none"> <li>▪ <i>There was 1 major general cleaning of the</i></li> </ul>				3	

	completion certificates filed.	least bi-annually.	<i>store rooms done during the month of May 2023, 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"> <li>All the stores have intact doors and padlocks hence their safety.</li> </ul>			3		
	4. Lists of assets procured and engraved.	4. Ensure that all assets received with in the financial year are engraved by the 5 <sup>th</sup> day after delivery.	<ul style="list-style-type: none"> <li>5 out of the 6 Assets acquired during the financial year were engraved.</li> </ul>			4		

	5. Number of stores ledgers updated.	5. Reconcile stores ledgers with actual balances monthly.	<ul style="list-style-type: none"> <li>▪ <i>Stock balances verified by senior internal auditor and head stores against 8monthly reports submitted. See attached summary, Appendix B.</i></li> </ul>				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"> <li>▪ <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></li> </ul>				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"> <li>▪ <i>55 copies of Gate passes for items that left the institute during this period approved by program leader/heads of units are on file.</i></li> </ul>				4	
	3. Assets Loan book in place.	3. Ensure the assets loan book is fully signed and approved	<ul style="list-style-type: none"> <li>▪ <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></li> </ul>				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"> <li>▪ <i>On file are 3 copies of Material Transfer Notes for lotted items disposed of through auctioning.</i></li> <li>▪ <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></li> <li>▪ <i>Gate passes were also issued for these items to leave the institute.</i></li> </ul>			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"> <li>A copy of an updated Asset register for the financial year 2022/2023 is on file, approved and received by NAROSEC on 5<sup>th</sup> July 2023. See attached form, Appendix C.</li> </ul>				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"> <li>2 reports are on file for stock taking done on water vessels as they are assets of high risk.</li> <li>1 report on file for stock taking done on Computers and ICT Equipment in September 2022.</li> </ul>				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"> <li>2 reports submitted on the status of water vessels outside the institute carried out in December 2022 and September 2022.</li> </ul>				4	

		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"> <li>▪ <i>Copies of old parts returned forms on file.</i></li> </ul>			3		
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"> <li>▪ <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></li> </ul>			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.

$$\frac{82}{105} \times 80 = 62\%$$

Overall Score on Performance Targets = Average Score on Targets / 5 x 80 = .... %

**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		4				
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		4				
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	5					

colleagues as appropriate; works in partnership with others					
<b>Commitment to Own Personal Development and Training:</b> Is eager for self-development; has inner drive to supplement training from NARO	4				
<b>Personal Appearance:</b> Always neat and pleasant, well groomed and presentable	5				
<b>Enthusiasm and Drive:</b> 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
	5	4	3	2	1	
<b>Leadership Ability:</b> Organizes, motivates and leads staff to achieve desired results						
<b>Financial Management:</b> Compiles budgets, knows and applies the basic financial policies and procedures; is familiar with the overall financial management processes						
<b>Managing People:</b> Coaches, evaluates, develops people; sets expectations, recognizes achievement, manages conflicts, aligns performance goals with NAROs goals, provides feedback; delegates						
<b>Team Building :</b> Promotes team spirit						

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

$\frac{61}{40} \times 20 = 17\%$

**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 Band C.

B+C = ...  $62 + 17 = 79\%$  ...

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 Appraisee'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 appraisee'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 appraisee has met all the required expectations.

Supervisor's Name: Mrs. DEBORAH EYOKU I MWEBYA  
Signature: *[Signature]* Date: 10<sup>th</sup> July/2023

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

General comments on your performance, if any  
Very good performance as is indicated by score. The officer has potential to perform even better.

Appraisee'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

very good performance as is indicated by the score. The  
appraiser has potential to even perform better

Signature..... *[Signature]* Date..... 10<sup>th</sup> July 2023

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

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

Name..... Signature.....

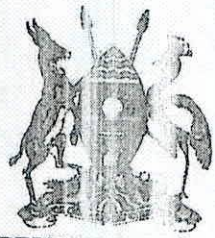
APPENDIX A: Summary of Goods received Notes issued FY 2021/2022.

S/N	GRN No.	Description	Project/ Source of fund	Amount
1	1968	Laboratory consumables	FISHBASE	650,000
2	1952	Mobile phones	LEAP AGRIC	1,500,000
3	1954-1955	Stationery	LEAP AGRIC	3,100,000
4	1956-1966	Construction components for a Rig	LEAP AGRIC	84,765,000
5	1953	Laboratory consumables	KEAFISH	1,490,000
6	2029	Stationery	BIOGAS-MOSTI	350,000
7	2036	Air compressor	BIOGAS-MOSTI	4,957,000
8	1911	Stationery	IDRC	1,640,000
9	1923	Laboratory consumables & chemicals	IDRC	1,552,000
10	1922	Stationery	IDRC	1,897,000
11	1924	Dissemination materials	IDRC	1,600,000
12	1925	Laboratory consumables	IDRC	150,000
13	1926	Stationery	IDRC	2,525,000
14	1927	Dissemination materials	IDRC	306,000
15	1567	Tonner	SEGLOFF	990,000
16	2033	Tonner	Overheads	470,000
17	1890	Cleaning materials	NTR	93,220
18	1891	Fish feeds	NTR	3,000,000
19	1892	Guest soap	NTR	350,000
20	1893	Protective gear	NTR	175,000
21	1894-1897	Cleaning materials	NTR	1,800,000
22	1898-2101	Electricals& plumbing consumables	NTR	2,388,000
23	2102	Tea consumables	NTR	659,000
24	2103	Tonner	NTR	1,960,000
25	2104-2105	Cleaning materials	NTR	1,748,000
26	2087	Toner	RECURRENT	700,000
27	2088-2089	Cleaning materials	RECURRENT	2,573,000
28	2090	Tea consumables	RECURRENT	913,000
29	2091	Toner	RECURRENT	1,670,000
30	2092	Tea consumables	RECURRENT	997,000
31	2094	Plumbing materials	RECURRENT	300,000
32	2095	Stationery	RECURRENT	1,722,000
33	2096	Rear door screen	RECURRENT	630,000
34	2097	Flags	RECURRENT	140,000
35	2034	Stationery	CGS-spf	842,000
36	2030-2033	Chemicals	CGS-spf	3,000,000
37	2028	Tonner	CGS-spf	500,000
38	2035	Corporate t-shirts	CGS-ALGAE	1,852,000

39	1951	Dissemination materials	BAP	1,550,000
40	1967	Labels	BAP	200,000
41	1969	Digital camera	BAP	4,200,000
42	1970	Chemicals	BAP	7,725,000
43	1971-1973	Chemicals & laboratory consumables	BAP	4,920,000
44	1974	Laboratory consumables	BAP	3,300,000
45	1975-1976	Laboratory consumables	BAP	2,295,000
46	1977-1978	Gill nets & accessories	BAP	3,735,000
47	1979	Laptop	BAP	6,550,000
	TOTAL			170,429,220

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

S/n	Month	Description	Date of verification by Head stores
1	May 2023	Stock balances on stationery and consumable items	5 <sup>th</sup> June 2023
2	April 2023	Stock balances on stationery and consumable items	5 <sup>th</sup> May 2023
3	February 2023	Stock balances on stationery and consumable items	6 <sup>th</sup> March 2023
4	January 2023	Stock balances on stationery and consumable items	February 2023
5	December 2022	Stock balances on stationery and consumable items	5 <sup>th</sup> January 2023
6	November 2022	Stock balances on stationery and consumable items	5 <sup>th</sup> December 2022
7	October 2022	Stock balances on stationery and consumable items	4 <sup>th</sup> November 2022
8	September 2022	Stock balances on stationery and consumable items	5 <sup>th</sup> October 2022
9	August 2022	Stock balances on stationery and consumable items	5 <sup>th</sup> September 2022



THE REPUBLIC OF UGANDA

**REPORT OF A BOARD OF SURVEY ON STORES & INVENTORIES**

Vote Name: NATIONAL AGRICULTURAL RESEARCH ORGANISATION Vote Code: 142

Original  
Duplicate

To: Secretary to Treasury/Accountant General (Original and 3 copies)

Secretary to Treasury/Accountant General / Accounting Officers

On your instruction as per section 34 of PFMA 2017  
We, the undersigned, have inspected the stores & inventories on charge at NATIONAL FISHERIES  
RESOURCES RESEARCH INSTITUTE

We certify that we have made \*complete/..... % test check of the stores /inventories, that where  
the balances agreed, they have been initialed in the stores ledgers and that the inventories on  
hand agreed with the ledger.

We certify that in our opinion, a continuous independent departmental check on the stock  
balances \*has/has not been carried out during the year by an officer other than the immediate  
stores in charge.

In our opinion, the store accommodation \* is/is not adequate. The condition of the store is  
\*good/bad. The items\*are/are not stored in an efficient manner. (A separate report should be  
attached if necessary). There \*are/are not excessive or obsolete stocks (See list attached).

Date: 3<sup>rd</sup> July 2023  
NALUXENGE KINNIE NALUWA

*[Signature]*  
(Accounting Officer)

Delete as necessary. State method of destruction. Insert title of officer convening the Board. If the Board has  
recommended the dismantling or disposal of sale of a Government vehicle, the Head of Department may  
anticipate approval of the Board's recommendation in this report. In this case, he should state in Part II  
what action has been taken and send the fourth copy of the report to the Chief Mechanical Engineer or  
Government Valuer.. Kampala

STORES NAT/SEC.  
JUL '23  
RECEIVED