GOVERNMENT OF MAKUENI COUNTY

PERFORMANCE MANAGEMENT REWARDS AND SANCTIONS FRAMEWORK

FOR MAKUENI COUNTY PUBLIC SERVICE

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REPUBLIC OF KENYA

GOVERNMENT OF MAKUENI COUNTY

PERFORMANCE MANAGEMENT REWARDS AND SANCTIONS FRAMEWORK FOR MAKUENI COUNTY PUBLIC SERVICE

Dated : This 12th Day of June 2026

FOREWORD

Government of Makueni County remains committed to building a public service that is efficient, accountable and responsive to the needs of our people. Since institutionalization of performance contracting nine years ago, our County has made deliberate strides toward improving service delivery across all departments and agencies.

However, measurement alone is not enough. For performance management to truly transform how we serve the people of Makueni, it must be matched by a fair and consistent system that recognizes those who excel and addresses those who fall short. This Performance Management Rewards and Sanctions Framework answers that need. It closes a long-standing gap in our performance management architecture by extending recognition beyond institutions to the individual officers whose daily effort drives our county's progress.

This Framework is anchored in our County's Vision of a Prosperous County with a High Quality of Life and it operationalizes our core values of integrity, accountability, inclusiveness, equity and hard work within the everyday practice of public administration. It aligns Makueni County with national standards set by the Public Service Commission and the Salaries and Remuneration Commission, while remaining grounded in the specific priorities of our County Integrated Development Plan.

I call upon every County Department and Agency, every Head of Institution, and every employee to embrace this Framework not as an instrument of punishment but a tool for professional growth and public service excellence. I am confident that its implementation shall strengthen the trust our residents place in their County Government and inspire a culture of excellence that will serve Makueni for generations to come.

Mutula Kilonzo Junior, CBS
GOVERNMENT OF MAKUENI COUNTY

PREFACE

Development of this Performance Management Rewards and Sanctions Framework responds to a challenge the County Public Service Board has long recognized; the absence of a harmonized, standardized approach to rewarding excellent performance and addressing underperformance across our county institutions.

For years, our performance recognition efforts focused primarily at the departmental level, leaving a critical gap in acknowledging the contribution of individual officers whose dedication and innovation often go unrecognized within institutional scores. At the same time, sanctioning mechanisms have remained heavily discipline-oriented rather than performance-oriented, leaving underperformance inadequately addressed through structured and corrective means.

This Framework addresses that gap. It establishes measurable and objective criteria for both rewarding excellence and sanctioning underperformance, at both the institutional and employee level. It draws deliberately from the Public Service Commission's national framework, the Integrated Performance Management Guidelines for County Governments and the lived experience of nine performance contracting cycles in Makueni County, to produce a tool that is both nationally aligned and locally relevant.

The County Public Service Board is committed to the principles that underpin every process described in this document. We believe that when rewards and sanctions are applied consistently and transparently, they cease to be a source of anxiety and instead become a genuine driver of motivation, productivity and professional pride.

I extend my appreciation to all who contributed to the development of this Framework and I urge all County Institutions to embrace its full and consistent implementation.

Dr. Kioko Kiilu Kasa MBA

CHAIRPERSON

MAKUENI COUNTY PUBLIC SERVICE BOARD

ACKNOWLEDGEMENT

This Performance Management Rewards and Sanctions Framework is the outcome of a collaborative and consultative process that brought together the knowledge, experience, and technical expertise of various County staff, National Government staff, and development partners committed to strengthening performance management and promoting excellence within Makueni County Public Service.

I wish to sincerely thank H.E. the Governor, Mutula Kilonzo Junior, CBS, and H.E. the Deputy Governor, Lucy Mulili, for their continued political goodwill and unwavering commitment to an accountability-focused public service, which has provided the enabling environment for this Framework to be developed.

I recognize the Public Service Commission, the Salaries and Remuneration Commission and the Makueni County Public Service Board for their support in development and validation of this document. I appreciate our development partner GIZ for the technical assistance and facilitation in the completion and printing of the Framework.

I would like to thank Stanley Nthiwa, Redempta Kavindu, Dr Jossylyn Nzilani, Rael Muthoka, Dr James Kanyange, Naomi Sila, Dr Josephat Mbai, Samuel Chambo, Ruth Mwongeli, Philip Nzei, Evelyn Mueni, and Antony Kivuva, whose membership constitutes the County Integrated Performance Management Committee, the committee that has spearheaded the development of this document. I further acknowledge the various County Departments and Agencies, Heads of Institutions, and staff members who participated in consultations and provided feedback during the development of this document.

Dr. Justin M. Kyambi
COUNTY SECRETARY

EXECUTIVE SUMMARY

The Makueni County Public Service Performance Management Rewards and Sanctions Framework (PRSF) has been developed to provide a harmonized, standardized, and transparent mechanism for recognizing exemplary performance and addressing underperformance within the County Public Service, at both institutional and individual levels.

For nine performance contracting cycles, Makueni County has built a strong track record of measuring and monitoring institutional performance through Performance Contracts (PCs) and individual performance through the Staff Performance Appraisal System (SPAS). While these tools have provided a credible basis for assessing performance, the County has lacked a corresponding, standardized system for translating performance outcomes into consistent rewards or sanctions. Recognition has historically been concentrated at the departmental level, disciplinary responses have been reactive rather than performance-driven, and mechanisms such as commendations and merit-based promotions have been applied inconsistently.

This Framework addresses these gaps by establishing:

Clear, objective criteria for determining institutional and individual eligibility for rewards or sanctions, based on composite performance scores derived from annual Performance Contract evaluations and Staff Performance Appraisals.

Standardized reward pathways, ranging from certificates of appreciation, recognition, and commendation, to the County Public Service Excellence Award, Employee of the Year Award, monetary incentives such as the 13th salary and performance bonuses, and merit-based promotions.

A structured, progressive sanctioning process, moving from Performance Improvement Plans and warning letters through to final warnings and separation, applied fairly and consistently based on sustained underperformance over time.

Defined institutional roles and timelines, clarifying the responsibilities of the Governor, the County Public Service Board, the County Secretary, the CIPMC, HRMACs, and the Rewards Commitee in administering the Framework.

The Framework is anchored in the County's Vision of a Prosperous County with a High Quality of Life and its Mission of transforming livelihoods through accountable leadership and inclusive, effective service delivery. It is guided by the principles of fairness and equity, objectivity and transparency, and the right to fair hearing, and it is firmly grounded in national and county legal and policy instruments, including the Constitution of Kenya, the County Governments Act, the Public Service Commission's national frameworks, and the County Integrated Performance Management Guidelines, 2024.

Through consistent implementation, this Framework is expected to strengthen accountability, motivate high performance, and reinforce the core values of integrity, hard work, creativity, and responsiveness across the Makueni County Public Service, ultimately translating into improved service delivery for the residents of Makueni County.

County Vision

A Prosperous County with a High Quality of Life

County Mission

To Transform livelihoods of each household through accountable leadership that creates an enabling environment for inclusive, effective and effective service Delivery

Core Values

Integrity and Accountability, Inclusiveness, Equity and Fairness, Patriotism, Responsiveness, Hard work, Creativity and Innovation

ABBREVIATIONS AND ACRONYMS

Abbreviation	Meaning
CDA	County Departments and Agencies
CHRMAC	County Human Resource Management Advisory Committee
CIDP	County Integrated Development Plan
CIPMC	County Integrated Performance Management Committee
CIPMG	County Integrated Performance Management Guidelines
CPSB	County Public Service Board
CoK	Constitution of Kenya
CPSEA	County Public Service Excellence Award
DHRMAC	Departmental Human Resource Management Advisory Committee
HR	Human Resources
PC	Performance Contract (Institutional Evaluation Tool)
PCRSF	Performance Rewards and Sanctions Framework
PIP	Performance Improvement Plan
PSC	Public Service Commission
SAGAs	Semi-Autonomous Government Agencies
SMART	Specific, Measurable, Attainable, Realistic and Time-bound
SPAS	Staff Performance Appraisal System

DEFINITION OF TERMS

13th Salary – is a monitory reward which is additional pay to an employee equivalent to their one-month basic salary

County Integrated Development Plan (CIDP) - is the medium-term planning document that sets out the County's development priorities and against which institutional performance is aligned.

County Public Service Board (CPSB) - is the oversight body responsible for guiding, coordinating and ensuring fairness, transparency and accountability in the administration of rewards and sanctions.

County Public Service Excellence Award (CPSEA) - is a form of Employee reward given for demonstrated excellence in service delivery.

Employee - refers to a single individual formally hired by the County Public Service Board to perform specific duties. Head of departments and staff below them are considered employee by this framework

Employee of the Year Award – It is a reward recognizing the employee who attains the highest comprehensive performance in the county public service.

Head of institution – include County Executive Committee Members, Chief Officers Institutional Heads and authorized officers include; County Attorney, County Secretary, Chairpersons of independent Agencies and SAGAs, Chief Officers and CEOs / Managing Directors of independent Agencies and SAGAs.

Institutions - means all Statutory Offices, departments, semi-autonomous and Independent Agencies

Nominee – An Employee nominated for an honor or an award

Performance Bonus – Is a monetary reward compensated to an employee above his normal pay

Performance Contract (PC) - is the institutional evaluation tool through which County Institutions commit to specific performance targets that are later assessed and scored.

Performance Improvement Plan (PIP) - is a structured, time-bound corrective action plan put in place to help an officer or institution address identified performance gaps.

Reward - refers to a monetary or non-monetary form of recognition given to an individual or institution for exemplary performance.

Rewardee – An employee who receives a reward or recognition for achievement, performance or contribution.

Sanction - refers to a corrective or disciplinary measure applied to an individual or institution for underperformance, non-compliance or unethical conduct.

Staff Performance Appraisal System (SPAS) - is the mechanism used to assess individual performance against agreed work plans, forming the basis for rewarding or sanctioning

CONTENTS

CHAPTER ONE
INTRODUCTION

1.1 Overview

Government of Makueni County has previously implemented initiatives to reward and sanction performance in the County Public Service. The absence of a harmonized framework for administration of rewards and sanctions has been a challenge in recognizing and rewarding performance.

Makueni County Public Service Performance Rewards and Sanctions Framework (PRSF) is a guide to reward for exemplary performance and sanction for underperformance. It provides processes and procedures for direct and mandatory link between performance measurement tools namely, Performance Contracts (PCs) for institutions and the Staff Performance Appraisal System (SPAS) for employee

1.2 Background

The Rewards and Sanctions system plays a critical role in shaping performance, accountability, and motivationwithinthepublicservice. Its design and implementation reinforce the wider development aspirations captured in Global, National, and County planning frameworks namely the Sustainable Development Goals (SDGs) and Kenya Vision 2030 and Makueni County Integrated Development plan (CIDP)

At the global level, the SDGs provide a shared blueprint for achieving prosperity, justice and environmental sustainability. Goals such as Zero Hunger (Goal 2), Good Health and Well-being (Goal 3) Decent Work and Economic Growth (Goal 8) and Peace, Justice and Strong Institutions (Goal 16) are relevant to the public sector's performance environment.

At the national level, Kenya Vision 2030 outlines the country's long-term development blueprint, anchored on three pillars: economic, social, and political. On economic pillar, incentivizing productivity, innovation and efficiency in public service delivery is a key objective. On social pillar, promoting equitable responsive and high-quality service to citizens is also a key enabler. On political pillar, strengthening transparency accountability and integrity in public institutions.

The Kenya Integrated Performance Management Policy (KIPMP) 2021, highlights that weakness in existing Government systems such as poor enforcement, lack of incentives and weak accountability have led to under performance and inefficiencies in public service; to address this gap the policy recommends establishment of clear objective standardized framework for recognizing good performance across all level of Government.

The Performance Rewards and Sanctions framework for Public Service by Public Service Commission (PSC) 2016 and Salaries and Remuneration Commission (SRC) framework for recognizing productivity and performance in public service 2023 compliments KIPMP 2021 but differs in scope. SRC focuses narrowly on Performance based financial rewards while PSC framework focuses on both financial and non-financial rewards as well as sanctions.

Makueni County Integrated Development Plan (CIDP) translates broader aspirations into actionable priorities focused on building a resilient economy, achieving food and nutrition security, promoting inclusive governance and enhancing service efficiency.

1.3 Rationale for the framework

In the nine years of institutionalizing performance contracting, the County has been implementing a departmental performance recognition system, where top-performing departments were rewarded annually based on performance evaluation results. However, the reward mechanism focused solely on departments, leaving a gap in recognizing individual staff efforts. This limitation prompted the development of this framework.

1.4 Objectives of the framework

With the goal of motivating staff, fostering creativity, enhancing performance and productivity in service delivery, the objectives of this framework are:

i) To provide clear and measurable criteria for awarding excellent performance and administering sanctions for underperformance.

ii) To standardize the application of rewards and sanctions across the County Public Service.

iii) To reinforce the public service values and principles

1.5 Guiding principles

The implementation of this PRSF shall adhere to the following principles:

i) Fairness and Equity**-** Rewards and sanctions shall be administered consistently, impartially, and without discrimination, ensuring equal opportunity for all employees.

ii) Objectivity and Transparency**-** Decisions shall be based on verifiable evidence and communicated clearly. Agreed Performance standards criteria shall be known in advance to all staff.

iii) Fair hearing- Before sanction is implemented, the affected employee shall be informed, heard, and granted the right to appeal

1.6 Legal and policy framework

The Performance Rewards and Sanctions Framework (PRSF) is grounded in a range of national and county legal, policy and regulatory instruments. These instruments collectively provide the legal authority, policy direction and operational guidance required for administration of rewards and sanctions within the Makueni County Public Service.

i) ***The Constitution of Kenya*** establishes the values and principles of public service under Article 232, including efficiency, effectiveness and accountability. It further anchors these principles in the national values and principles of governance under Article 10, including good governance, integrity, transparency and accountability, while article 47 further guarantees every person the right administrative action that is expeditious, Efficient, lawful, reasonable and procedurally fair.

ii) ***County Governments Act, 2012*** Section 47 requires the County Executive Committee to develop a performance management plan for evaluating the performance of the county Public Service, while section 59 mandates the county Public Service Board to advise the County Government on the implementation and monitoring performance management system.

iii) ***Public Service Commission (PSC) Performance Rewards and Sanctions Framework for the Public Service (2016)*** - provides the overarching national framework and standards for recognizing and rewarding exemplary performance while sanctioning underperformance in the public service. It guides counties in designing context-specific frameworks that are aligned to national norms.

iv) ***PSC Guidelines for Implementation of Performance Rewards and Sanctions (2017)*** offer practical, step-by-step guidance on how public institutions should operationalize rewards and sanctions, including criteria, processes and timelines. They ensure consistency and fairness in how performance outcomes are translated into actual rewards or sanctions.

v) ***Public Service Commission Regulations (Performance Management), 2020/2021*** set out the binding regulatory requirements for performance planning, monitoring, evaluation and appraisal in the public service. They provide the legal basis for linking individual and institutional performance results to rewards and sanctions decisions.

vi) ***SRC Framework for Recognizing Productivity and Performance in the Public Service, 2023*** guides how productivity and performance may be recognized and rewarded in monetary or non-monetary forms, in line with the Salaries and Remuneration Commission's mandate. It ensures that any rewards granted are fiscally sustainable and consistent with national remuneration standards.

vii) ***Public Finance Management (PFM) Act, 2012*** governs the prudent management of public funds and requires that any financial rewards or incentives are budgeted for and disbursed in accordance with public finance principles. It safeguards against unlawful or unbudgeted expenditure in the administration of rewards.

viii) ***Performance Management Framework for County Governments, 2017*** provides the foundational structure for performance planning, monitoring and evaluation across county governments, linking institutional and individual performance to service delivery outcomes. It underpins the rationale for rewarding high performers and sanctioning underperformers at the county level.

ix) ***County Integrated Performance Management Guidelines (CIPMG), 2024*** provide updated, county-specific guidance on managing performance, including the criteria and procedures for administering rewards and sanctions within county public service. They ensure alignment between county practices and national performance management standards.

x) ***Conflict of Interest Act, 2025*** requires that decisions on rewards and sanctions be made impartially and free from personal or financial conflicts of interest. It safeguards the integrity and credibility of the reward and sanction process by holding decision-makers accountable.

xi) ***Makueni County Human Resource Policies and Procedures Manual, 2025*** provides the internal county-specific HR procedures that guide the day-to-day administration of rewards and sanctions for its employees. It ensures that the PRSF is implemented consistently with the County's broader human resource management practices.

CHAPTER TWO
SITUATIONAL ANALYSIS

2.1 Introduction

This chapter describes the historical context, practices and SWOT of rewards and sanctions in Kenya and Makueni County. It analyses the Strengths Weaknesses, Opportunities and Threats to Makueni County's Rewards and Sanctions framework

2.2 Historical Context

The Public Service Commission recognizes that policies for recognizing and rewarding performance in the public service in Kenya dates back to the 1970s. These foundational policy reviews consistently emphasized that public service productivity, individual accountability, and employee morale are heavily dependent on objective merit award schemes, regular performance feedback, and structured salary increments linked to appraised outputs.

In line with this historical trajectory and devolved governance, the County Government of Makueni has institutionalized its performance management systems. Most recently, Makueni County transitioned its performance evaluation processes by adopting the Integrated Performance Management Guidelines for County Governments, 2024.

2.3 Current Performance Rewards and Sanctions Environment

Makueni County has made significant strides in measuring and monitoring service delivery, successfully concluding its 9th performance management cycle for the Financial Year 2024/2025. However, the mechanisms for administering corresponding rewards and sanctions remain fragmented and largely operationalized via disparate sub-systems rather than a unified policy framework. The County has performance evaluation tools, rewards and sanction practices and an institutional framework.

2.3.1 Performance evaluation tools

A) **Performance Contracting (PC)**

This is an annual cycle that includes target identification, negotiations, vetting, signing, reporting, evaluation and release of results. Target identification and negotiations is at institutional level and are led by Head of Department and County Integrated Performance Management Committee (CIPMC), vetting and signing are negotiated with the institutions setting their performance targets based on their mandates, resources and strategic objectives. Institutional Performance targets are subsequently cascaded to the departments, directorates, divisions, sections, units and to individual employees.

In the recent cycle, stringent evaluations moderated by external technical experts revealed good performance by the county. Institutions met or exceeded their goals. The corresponding incentive system has been sparingly and inconsistently deployed across departments.

B) **Staff Performance Appraisal System (SPAS)**

Employees set performance targets at the beginning of every financial year. These targets are negotiated between the employee (appraisee) and their immediate supervisor (appraiser) before 31st July of each year ensuring targets are Specific, Measurable, Achievable, Realistic, Time-bound. (SMART). SPAS is intended to guide promotions, contract renewals, and training needs. However, existing corrective metrics are heavily discipline-oriented rather than performance-oriented.

2.3.2 Rewards and sanctions practices

A) **County honours, awards, and commendations**

Mechanisms exist in the wider public service to nominate exceptional officers for National Honours and issue localized letters of commendation. However, these initiatives have been deployed in an ad-hoc manner within the county. They lack standard, transparent eligibility criteria, minimizing their strategic impact.

B) **Promotions and career progressions**

Career advancement is utilized as a core incentive for retaining highly skilled personnel. However, due to lack of a uniform integration between individual SPAS ratings and institutional outcomes, promotions have occasionally implemented as standard administrative procedures rather than direct rewards for high productivity and verified milestones.

C) **Sanctions measures**

The County has been implementing sanctions such as placing Employees on Performance Improvement Plan, Issuing Warning letters and Separation.

2.3.4 Institutional framework

The frameworks players include;

i) The Governor – Provides policy direction and appoints the Chairperson to CIPMC

ii) County Integrated Performance Management Committee – Pivot of performance management processes across the public service

iii) Departmental Performance Management Coordinators – Champion Performance management in their respective departments

2.4 SWOT Analysis

An analysis of Makueni County's internal capabilities and external operating environment provides the necessary baseline to construct a sustainable rewards and sanctions policy.

2.4.1 Strengths

i) **Political Goodwill:** Clear, active commitment from top county leadership, including H.E. the Governor, the Deputy Governor, and the County Secretary, to drive an accountability-focused public service.

ii) **Established Coordination Structures:** The institutionalization of the County and Departmental Integrated County Performance Management Committee, and PC coordinators ensures continuous monitoring capability.

iii) **External Evaluation Mechanisms:** Successful execution of annual evaluations with external technical support from the Public Service Performance Management Unit

2.4.3 Opportunities

i) Domesticating National Guidelines: Leveraging the Integrated Performance Management Guidelines for County Governments, 2024 to fully standardize the rewards and sanctions framework implementation across all institutions

ii) Public Demand for service delivery: Leveraging strong civic and oversight interest to enforce strict Service Delivery Charters and optimize the use of public funds.

iii) Capacity Building: Institutionalizing structured, peer-to-peer review frameworks and target-setting training to improve underperforming institutions.

2.4.2 Weaknesses

i) **Late disbursement of funds:** Delays in the release of funds and exchequer constraints disrupt the execution of core mandates and depress financial absorption rates

ii) **Delayed Procurement:** Persistent implementation delays caused by procurement setbacks which skew performance ratings downward irrespective of staff effort.

iii) **Fragmented Systems:** Inadequate linkage between individual staff appraisals (SPAS) and overall institutional Performance Contracts, leading to a breakdown in cascading accountability.

iv) **Weak interlinkages:** Wide performance variances between departments and their SAGAs showing an uneven application of performance standard tracking.

2.4.4 Threats

i) **Fiscal Shocks:** Delays in national exchequer disbursements that strain work plan implementation, affecting employee morale

ii) **Resistance to change:** Potential pushback or negative employee perceptions if the sanctions framework is viewed as purely punitive rather than a fair, transparent tool for professional growth.

CHAPTER THREE
PROCEDURES FOR REWARDING AND SANCTIONING

3.1 Introduction

This chapter outlines the following procedures;

i) Procedure for determining performance levels for rewarding or sanctioning.

ii) Procedure for rewarding.

iii) Procedure for sanctioning.

3.2 Procedure for determining performance levels for rewarding or sanctioning

Makueni County Public Service determines performance at institutional level as well as employee level. For purposes of rewarding and sanctioning annual performance shall be categorized into institutional and employee. The performance contracting annual evaluation and the staff performance appraisal compute composite scoring of institution as well as employee's performance. Heads of institutions shall be scored based on their institutional Performance Contract annual evaluation report. Employees below heads of institutions shall be scored based on their annual Staff Performance Appraisals. The scores for both annual evaluation report and appraisal is a composite score ranging from 1 – 5, with 1 being the highest score equivalent to 200% and 5 being the lowest at 0% as shown in Figure 1 below.

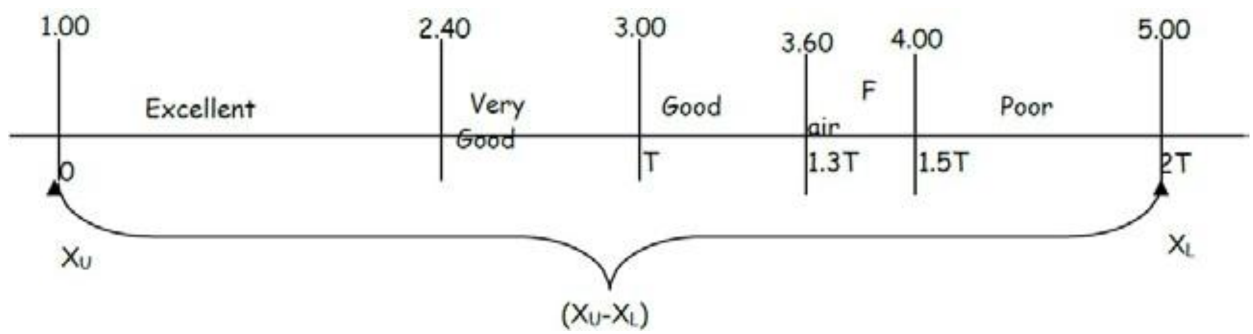

Figure 3-1 Performance Achievement computation scale

The performance of an institution shall be eligible to reward when the annual evaluation performance score is 65% and above on the Performance Contract. Institutional performance below 65% shall be subject to sanctions.

Employee performance shall be the performance of Institutional Heads and employees below them. Heads of Institutions shall be eligible for rewards when their institutional performance is above 101% while Employees below them shall be eligible for rewards when their Staff Appraisal performance score is above 101%. Institutional heads and employees below them shall be subject to sanction when their performance is below 65%. Employee performance above 65% and below100% are not subject to any rewards or sanctions.

3.3 Procedures for rewarding

3.3.1 Introduction

This section describes in details the procedures for rewarding institutions and employees.

3.3.2 Institutional rewarding

Annual Institutional performance shall be rewarded following the steps below;

i) Step 1 – The CIPMC shall conduct an annual evaluation of the county government performance contracts at the end of each financial year and provide a report.

ii) Step 2 – Based on the annual performance evaluation results, CIPMC shall first rank overall institutional performance based on weighted institutional score and thereafter rank based on the performance criteria including and not limited to; financial stewardship, service delivery, institutional transformation and core mandate.

iii) Step 3 – The annual performance results report submitted by CIPMC shall be reviewed and adopted by the county executive committee.

iv) Step 4 – The Governor shall consider CIPMC report and reward institutions on overall performance, performance criteria and most improved as follows;

a. Floating a trophy for the top three institutions rated as Very Good for achieving annual performance score 101% and above.

b. Award Certificate of commendation signed by the governor to institutions rated as Very Good for achieving annual performance score 101% and above.

c. Award Certificate of Recognition signed by the Governor to institutions rated as good for achieving annual performance score that is between 70% and 100%.

d. Award Certificate of appreciation signed by the Governor to institutions that have achieved category performance of 100% and above.

e. Award Certificate for most Improved Institution signed by the Governor to institutions that have the highest increase in their annual performance from the previous year's.

v) Step 5 – The Governor shall reward institutions based on recommendation of CIPMC.

3.3.3 Procedure for rewarding employee

Annual employee rewards shall be based on annual performance contract evaluation report or annual Staff Performance Appraisal report. Heads of Institutions shall be rewarded based on their annual performance contract evaluation report and employees below them shall be rewarded based on their annual staff performance appraisal report.

Additionally, employee rewards shall be based on a comprehensive performance score across four criteria namely;

i) Overall performance with a maximum score of 100%. (Staff Performance Appraisal above 101 shall equated to 100%)

ii) Creativity, Research, Knowledge and skills development criterion with a maximum score of 30

iii) Public service Values criteria with a maximum score of 10

iv) All round criteria with a maximum score of 10

3.3.4 Eligibility criteria

Heads of institutions that achieve annual performance score of 101% and above shall be eligible for reward.

3.3.5 Rewarding criteria for heads of institutions

Recommendation for rewarding Heads of institutions shall follow the steps below;

i) Step 1 – The Governor shall appoint a Rewards Commitee to evaluate and recommend nominee and their rewards.

ii) Step 2 - CIPMC shall compile and propose nominee to the Rewards Commitee.

iii) Step 3 – The Rewards Commitee shall notify the nominee and request them to submit Self-endorsement notes that justify their research, creativity and innovation, knowledge or skills transfer.

iv) Step 4 – the reward and sanction committee shall evaluate and score between 0-30 the nominee on their self-endorsement notes as per the criteria below.

a. Strategic Relevance — how strongly the criterion contributes to global, national, and county development agendas.

b. Impact Potential — how directly it improves outcomes (service delivery, livelihoods, institutional efficiency).

Table 2 Performance Criteria Assessment Table

Criterion	Strategic relevance	Impact potential	Total score	Rationale
Research	5	5	10	Research underpins evidence-based planning, innovation, and policy influence; central to SDGs, Vision 2030, and CIDP monitoring.
Innovation	5	5	10	Equally critical as research for transforming ideas into practical results; a key driver of Vision 2030's economic pillar and Makueni's smart governance.
Knowledge Transfer	5	5	10	Strong in sustaining institutional learning and community impact; directly supports SDG 4 and Vision 2030's social pillar
TOTAL			30	

N/B - Each parameter is rated on a 1-5 scale (1 = Low, 5 = Very High).

v) **Step 5 –** The Rewards Commitee shall determine nominee levels of adherence to article 232 CoK on Values and Principles of Public Service. The level of adherence shall be computed and scored between 0 – 10.

vi) **Step 6 –** The Rewards and Sanction committee shall conduct a popular ratification of the proposed rewardee and score between 0-10 based on the perception of proposed rewardee's peers, supervisors and supervisee.

vii) **Step 7** – Rewards Commitee Shall evaluate, score and recommend nominee and the rewards to the Governor.

viii) **Step 8** – the Governor shall consider the recommendation and reward excellent performance.

3.3.6 Rewarding criteria for employee below heads of institution

Recommendation for rewarding employees below Heads of institutions shall follow the steps below;

i) **Step 1** – The Heads of institutions shall conduct annual evaluation of institution's staff performance appraisal at the end of each financial year and submit the results report to the CIPMC.

ii) **Step 2** - The Governor shall appoint a Rewards Commitee to evaluate and recommend nominee and their rewards.

iii) **Step 3** – CIPMC shall verify staff Performance Appraisal scoring for adherence to performance standards and consistency and submit nominee who have attained a performance score of 101% and above to the Rewards Commitee.

iv) **Step 4** – The Rewards Commitee shall notify the nominee and request them to submit self-endorsement notes.

v) **Step 5** – Nominee shall submit to the Rewards Commitee the Self-endorsement notes that justify their research, creativity and innovation, knowledge or skills transfer.

vi) **Step 6** – the reward and sanction committee shall evaluate and score between 0-30 the nominee on their self-endorsement notes as per the criteria below.

a. *Strategic Relevance* — how strongly the criterion contributes to global, national, and county development agendas.

b. *Impact Potential* — how directly it improves outcomes (service delivery, livelihoods, institutional efficiency).

Table 2: Performance Criteria Assessment Table

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Knowledge Transfer	5	5	10	Strong in sustaining institutional learning and community impact; directly supports SDG 4 and Vision 2030's social pillar
TOTAL			30	

vii) **Step 7 –** The Rewards Commitee shall request the HRMAC to submit the nominee assessment report on adherence to article 232 CoK on Values and Principles of Public Service.

viii) **Step 8** – The Rewards Commitee shall compute the assessment report submitted by HRMAC on adherence of the nominee to article 232 CoK and score between 0-10.

ix) **Step 9** – The Rewards and Sanction committee shall conduct a popular ratification of the proposed rewardee and score between 0-10 based on the perception of proposed rewardee's peers, supervisors and supervisee.

x) **Step 10 -** Rewards Commitee Shall collate scores, rank and submit nominee and recommend rewards to the County secretary.

xi) **Step 11** – The County Secretary shall submit the nominee and rewards report for review and adoption by the County Executive committee. The county Executive Committee shall consider the financial implication of implementing the recommended rewards.

xii)**Step 12** – The County Secretary shall submit the nominee and rewards report to the county public service Board for implementation

3.3.7 Types of employee rewards

Employees proposed as nominees shall be eligible for either monetary or non-monetary rewards by the Governor and the County Public Service Board, the County Secretary and Institutional heads.

A) **The Governor's rewards**

The governor shall reward rewardees on his discretion as well as on the recommendations of the Rewards Commitee. The Governor my exercise informed judgement to acknowledge and reward nominees whose performance reflects exceptional values to the County without subjecting the rewardees to a formal evaluation. Rewards recommended by the rewards and sanction committee shall be guided by the following criteria;

i) **Employee of the year award –** A certificate of the Employee of the Year Signed by the Governor and shall be rewarded to the nominee who has attained the highest comprehensive performance score and the score is above 110.

ii) **County public service excellence award –** A certificate of County Public Service Excellence shall be signed by the governor rewarded to nominees as follows;

a. Integrated Performance Innovation and Public service Award shall be rewarded to nominees that have achieved a comprehensive performance score of 130 and above, with at least half on each of the three other criteria.

b. Creativity, research, Knowledge and skills development award shall be rewarded to nominee that have achieved a score of 22 and above and is highest ranked on creativity, research, knowledge and skills development criterion.

c. Excellence in Public Service Values Award shall be rewarded to nominee that have achieved a score of 7 and above and is highest ranked on public service Values criteria

d. All Round Excellence Award shall be rewarded to nominee that have achieved a score of 7 and above and is highest ranked on the all-round criteria.

iii) **Certificate of commendation -** A certificate of commendation signed by the governor shall be rewarded to nominee with a comprehensive performance score between 121 – 129.

iv) **Certificate of Recognition -** A certificate of Recognition signed by the governor shall be rewarded to nominee with a comprehensive performance score between 110 – 120.

B) **County Secretary**

The County Secretary shall reward the nominee that score above 101 on their annual SPAS with certificate of appreciation and for the national and County honours awards nominate the following:

i) Employee of the Year Award rewardee

ii) Top rewardee in Integrated Performance Innovation and Public service Award

iii) Creativity, research, Knowledge and skills development award rewardee

iv) Excellence in Public Service Values Award Rewardee

C) **County Public Service Board**

The County Public Service Board shall reward nominee with the following; 13th Salary, Performance Bonus, Roll of Honor for Excellent performance, Promotion on Merit, Salary incremental credits, and Contract Renewal.

Nominees who attain a comprehensive performance score of 140 and above are eligible for either;

i) **13th Salary** – Shall be a monetary reward equivalent to the respective rewardee 1 month's basic salary.

ii) **Performance Bonus** – Shall be monetary reward above the rewardees normal pay.

13th Salary and Performance Bonus rewards shall be guided by the following criteria;

i) Availability of required financial resources

ii) Number of nominees in a department must not exceed 5% of the total number of officers in the department.

iii) Subject to CPSB and SRC approval.

The County Public Service Board shall consider and publish the following rewardees in the County Public Service Boards roll of honor of Excellence annually;

i) Employee of the Year award rewardee

ii) Integrated Performance Innovation and Public service rewardee

iii) Creativity, research, Knowledge and skills development rewardee

iv) Excellence in Public Service Values rewardee

v) All Round Excellence rewardee

For Promotion on Merit, Salary incremental credits and Contract Renewal rewards, the County Public service Board shall implement based on her internal procedure.

Timelines

The process shall be as shown in the diagram Below;

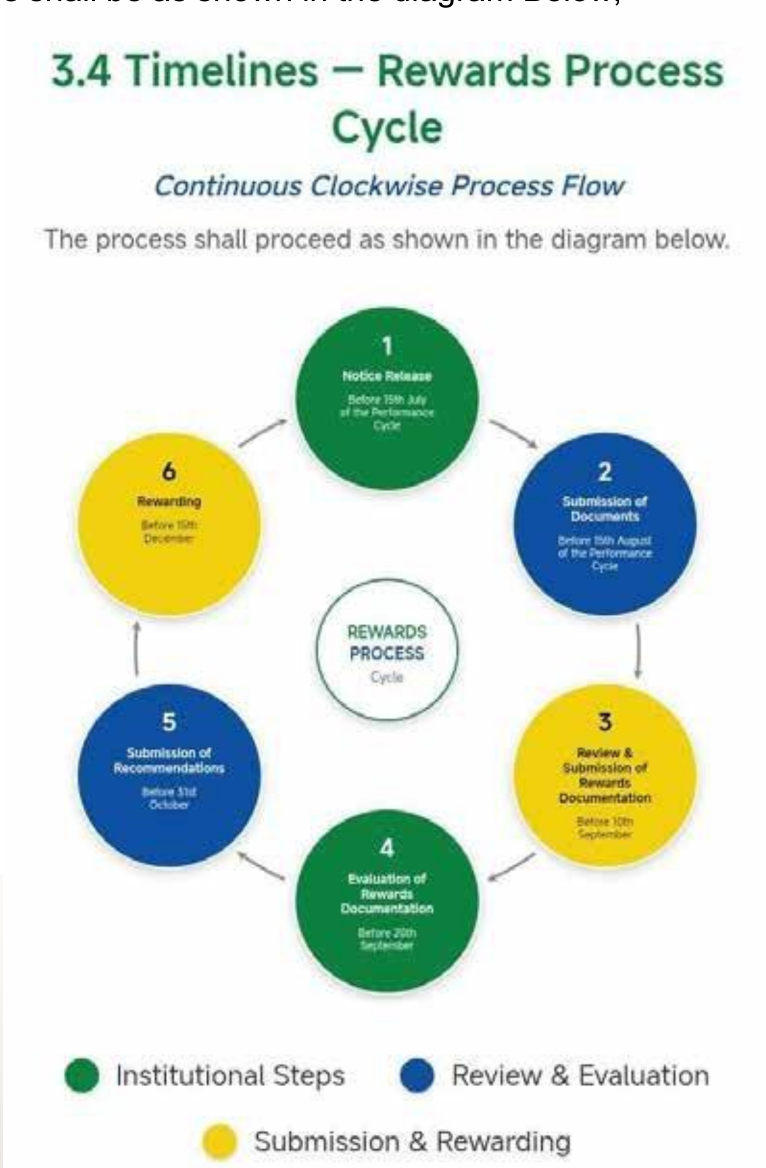

Figure 3-2: Rewards Process Cycle

3.4 Procedure for sanctions

Annual Institutional Performance contracting rate of 64% and Annual Staff Performance Appraisals rate of 65% and below shall be subjected to sanctioning. Staff performance Appraisal rating of above 65% and below 100% shall not be considered for sanctioning.

3.4.1 Sanctioning institutional underperformance

Sanctioning procedures for Heads of Institutions with Underperformance shall follow the steps;

i) Step 1 – The CIPMC shall conduct an annual evaluation of the county government performance contracts at the end of each financial year and provide a report,

ii) Step 2 – Based on the annual performance evaluation results, CIPMC shall rank overall institutional performance based on weighted institutional score,

iii) Step 3 – The annual performance results report submitted by CIPMC shall be reviewed and adopted by the county executive committee,

iv) Step 4 – The Governor shall consider CIPMC report and sanction Heads of Institutions that have had Annual Performance Contracting rate of 64% and below as per the following criteria;

a. Cautionary Letter by the Governor – For annual Performance contracting rating of below 64 and 50 and above rated Fair.

b. Censure Letter by the Governor – For annual Performance contracting score of below 49% rated Poor. The letter shall cite the institutions poor performance.

v) Step 5 – The Governor shall consider the recommendation of CIPMC and Sanction the institutions head.

3.4.2 Sanctioning employee underperformance

Sanctioning procedures for employees with Underperformance shall follow the following steps;

i) Step 1 – The Heads of Institutions shall conduct annual evaluation of institution's staff performance appraisal at the end of each financial year,

ii) Step 2 – Heads of Institutions shall identify underperforming individual in the institutions and table the performance report to the Institutions HRMAC'

iii) Step 3 – the HRMAC shall review the specific employees performance and recommend sanctions to the County Public Service Board as per the criteria below;

a. Placement on Performance Improvement Plan – For individuals with a performance of 50%-64% in the 1st Year

b. Warning Letter – For individuals with performance of 50%-64% in 1st Year and 2nd Year and for individuals with performance of below 49% in 1st Year.

c. Final Warning Letter - For employees with performance of 50%-64% in 1st Year, 2nd Year and 3rd Year and for employees with performance of below 49% in 1st Year and 2nd Year.

d. Separation - For employees with performance of 50%-64% in 1st Year, 2nd Year, 3rd Year and 4th Year and for employees with performance of below 49% in 1st Year and 2nd Year and 3rd Year

iv) Step 4 – County Public Service Board shall implement the HRMAC recommendations for Sanctioning as per the existing sanctioning procedures.

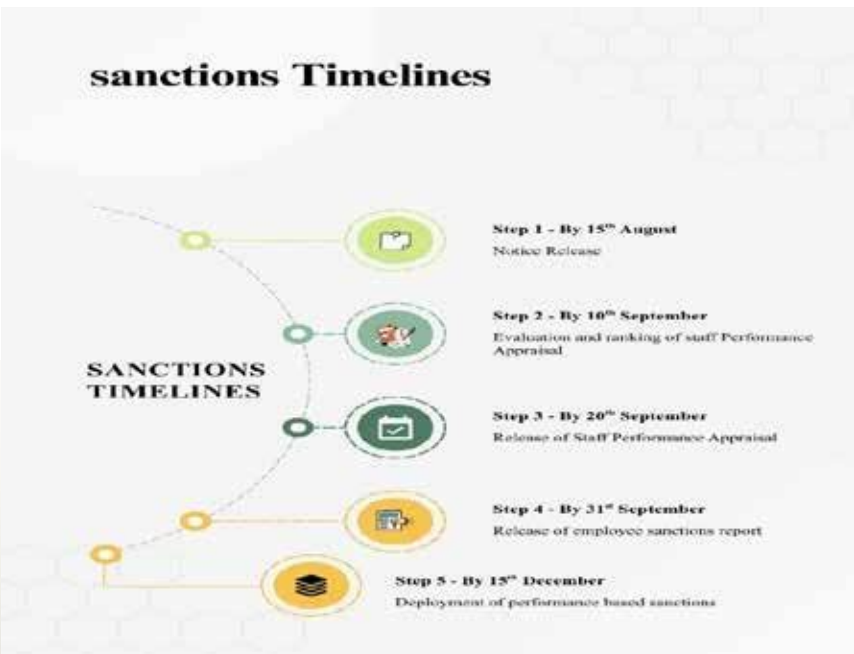

Figure 3: Sanctions timelines

CHAPTER FOUR
COORDINATION FRAMEWORK

4.1 Coordination framework

The Coordination arrangement for implementation of the framework for performance rewards and sanctions will be administered by the different players at various stages of performance management as indicated here below:

4.1.1 The Governor

i) Provide overall policy direction and oversight on Rewards and sanctions.

ii) Appoint the Chairperson to CIPMC

iii) Appoints the Rewards Committee Members

4.1.2 County Executive Committee

i) Approve and oversee implementation of the Performance Rewards and sanctions Framework (PRSF)

ii) Approve policies and provide strategic direction on human resource management, including rewards and sanctions.

iii) Recommend appropriation of resources for rewards and sanctions activities

4.1.3 County Secretary

i) Administer Rewards and Sanctions framework for County Public Service.

ii) Chair CIPMC and CHRMAC on rewards and Sanctions Matters

iii) Appoint Rewards Committee Secretariat

iv) Submit the CIPMC reports on rewards and sanction to the County Executive Committee for consideration.

v) Submit nominated employees to MCPSB to be considered for rewards and sanction where necessary.

4.1.4 Rewards Committee

i) Evaluate nominees for rewards based on the submitted nomination documents.

ii) Submit the Rewards report to the Governor.

4.1.4.1 Constitution Of Rewards Committee

The composition of this Committee shall be as follows

i) Three Independent Verification Evaluator Appointed by the governor

ii) A secretariat appointed by the Chairperson County Integrated Performance Management Committee

4.1.5 County Public Service Board

i) Implement rewards and sanctions in consultation with relevant stakeholders

ii) Seek SRC approval for payment of 13th Salary

iii) Advise county government on the implementation and monitoring of the Rewards and Sanctions

iv) Consider Performance Rewards and Sanctions appeals by Departments/ Agencies of aggrieved employees

v) Provide Quality Assurance on the Rewards and Sanctions Processes in collaboration with relevant stakeholders

4.1.6 County Integrated Performance Management Committee

i) Ensure that the integrity and credibility of the overall process of performance rewards and sanctions system is safeguarded and mantained at all times

ii) Undertake capacity building on rewards and sanctions for County Government Entities

iii) Develop clear criteria for reward and sanctions and track progress

iv) Analyze performance data to identify strengths, weaknesses, and areas where interventions are required;

v) Compile and submit Rewards and Sanctions reports to the County Executive Committee through the Office of County Secretary;

vi) Resolve any disagreement between the appraiser and the appraisee regarding the evaluation of performance scores and competencies.

4.1.7 County Chief Officers/ Authorized Officers

i) Nominate officers for rewards and sanctions

ii) Chair DHRMAC on departmental rewards and sanctions

iii) Communicate the decisions of DHRMAC regarding Rewards & Sanctions to the County Secretary

4.1.8 Individual officer nominated for award

i) Prepare self-endorsement notes

4.1.9 Stakeholders

In the implementation of these rewards and sanctions framework, the county will interact with the following national stakeholders:

i) Executive office of the President; consider nominees presented to them by the county government for national awards

ii) Council of Governors; In collaboration with Executive Office of the President prepare and disseminate County Performance Management tools including County Integrated Performance Management Framework, Integrated Performance Management guidelines. Document and disseminate best practices.

iii) Public Service Commission; Provide overall guidance on implementation of rewards and Sanctions

iv) Salaries and Remuneration Commission; Approve monetary rewards as requested.

v) Development partners in performance management sector

CHAPTER FIVE
MONITORING AND EVALUATION

5.1 Monitoring and evaluation

In Monitoring and Evaluating the Framework, the CIPMC shall track the implementation, fairness, timeliness and compliance and report annually to the County Executive Committee on the indicators below;

Table 3: Indicators for Monitoring and Evaluation

Output Area	Indicator	Data Source	Target
Rewards & Sanctions Distribution	Proportion of distribution of rewards and Sanctions across all job groups, departments, gender and special interest groups	Annual Rewards & Sanctions Register	Rewards and sanction distribution analysis report
Rewards & sanctions Integrity	Percentage of rewards & sanctions supported by verified performance evidence	PC, Performance Appraisal Records, Committee Reports	60 % of reward & sanctions supported by documented evidence.
Fiscal Compliance	Percentage of staff receiving monetary rewards	Payroll, HR and Finance Records	Monetary rewards do not exceed 5% of staff in a department, subject to applicable approvals.
Rewards & Sanctions Timeliness	Proportion of time taken to action against stipulated timelines	Committee reports	80% adherence to stipulated timelines.
Procedural Fairness	Percentage of rewards & sanctions disallowed after appeal	Appeals Committee Records	100% rewards & sanctions appeals disallowed, demonstrating compliance with due process.
Grievance Resolution	No. of grievances resolved within the stipulated timeline	grievances Register	100% of grievances resolved within stipulated timeline.

5.2 Reporting

The CIPMC shall prepare an Annual Rewards and Sanctions Report summarizing implementation, compliance, key performance indicators, appeals, lessons learnt, and recommendations for continuous improvement. The report shall be submitted to the County Public Service Board and the County Executive Committee for consideration and appropriate action.

5.3 Review

This framework shall be reviewed every three (3) years or as may be deemed necessary and or convenient by Office of the County Secretary and Head of Public Service.

APPENDIXES

Appendix A

Table 4: Rating and Institutional Rewards/Sanction at the Departments/Agency Level

Achievement of Performance Targets	Rating	Composite Score	Reward/Sanctions
Achievement greater than 100% of the agreed performance targets	Excellent	101% and above	Floating Trophy and Certificate of Commendation signed by the Governor
Achievement between 90% - 100% of the agreed Performance targets	Very Good	90% - 100%	Certificate of Recognition signed by the Governor
Achievement between 65% - 89% of the agreed performance targets	Good	65% - 89%	Certificate of Appreciation signed by the Governor
Achievement between 50% -64% of the agreed performance targets.	Fair	50% -64%	Cautionary letter by the Governor
Achievement up to 49% of the agreed performance targets	Poor	49% and below	Censure letter by the Governor and being cited for poor performance

Appendix B

Table 5: Comprehensive Performance Scoring Framework

No	Parameter	Description	Rating
i)	SPAs performance	Achievement higher than 101%+	100
ii)	Public service values scoring	Departmental recommendations on disciplinary control and any other HR issue. This shall include notes for the individual employee on adherence to article 232 of the CoK. Be in good standing with professional bodies where applicable	Up to 10
iii)	Research, Creativity and Innovation, Knowledge score	Self-endorsement notes justifying Research, Creativity and Innovation, Knowledge or Skills Transfer	Up to 30
iv)	All round score	360 Score Card i. Peer to peer ii. Supervisor iii. Supervisee	Up to 10
	TOTAL		150

Appendix C

Table 6: Employee Nomination Form

Part 1: General Information		
Name of Nominmee:	Position: Sign:	Division/Department:
Name of Supervisor:	Position: Sign:	
Name of the person completing form:	Division/Department:	Financial Year:

Part 2: Process
The purpose of this form is to recognize and nominate an employee for demonstrating excellent performance and behavior. The nominated employee must be in good discipline standing. The person completing the form must cite specific example(s) for the criteria selected.

Part 3: Criteria	
RATING	EXPLANATION
HRMAC Recommendation	HRMAC recommendation proposing the reward and Confirmation of non-discipline issue.
Self-endorsement notes	Self-endorsement notes justifying Research, Creativity and Innovation, Knowledge or Skills Transfer
Popular Ratification	To be administered by Rewards Committee.

Part 3: To be filled by Rewards Committee			
Criteria	Achievement	Comment	
Performance score			
HRMAC recommendations			
Self-Endorsement Notes			
Popular Ratification			

Appendix D

Table 7: Core Performance Criteria with Attributes

Criteria	Attribute To Measure	Alignment With Development Frameworks	Indicators	Reward Focus
Research	i. Evidence-based decision-making ii. Data-driven policy input iii. Applied research solving local problems	DG 2, 3, 8, 16: Food security, health, decent work, strong institutions- Vision 2030 (Economic Pillar): Knowledge-based economy- CIDP Evidence-led planning and service delivery	i. Number and quality of research outputs used in policy formulation ii. Adoption rate of research findings in departmental decisions iii. Partnerships formed for applied research	Recognition for translating research into measurable impact (policy, productivity, or livelihoods)
Innovation	i. Creativity and problem-solving Efficiency improvement in service delivery ii. Use of digital tools or new methods iii. Scalable and sustainable initiatives	SDG 8: Innovation-driven growth- Vision 2030 (Economic & Social Pillars): ICT, efficiency, public service transformation- Makueni Vision 2025: Smart, green, and people-centered governance	i. Documented innovations improving processes or outcomes ii. Cost/time efficiency gains- Replication of innovations across units	Incentives for novel, replicable, and high-impact ideas improving institutional or community outcomes

Criteria	Attribute To Measure	Alignment With Development Frameworks	Indicators	Reward Focus
Knowledge Transfer	i. Capacity building and mentorship ii. Community engagement and extension services iii. Training peers or subordinate staff iv. Dissemination of best practices	SDG 4 & 8: Quality education, lifelong learning, decent work Vision 2030 (Social Pillar): Human resource development CIDP Empowered communities and staff capacity	i. Number of trainings, mentorship sessions, or community outreach activities ii. Feedback from beneficiaries Demonstrated behavior change or improved performance of others	Recognition for sustained mentorship, skill enhancement, and institutional learning culture

PERFORMANCE MANAGEMENT REWARDS AND SANCTIONS

FRAMEWORK

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