



GOVERNMENT OF MAKUENI COUNTY



## **PERFORMANCE MANAGEMENT REWARDS AND SANCTIONS FRAMEWORK**

**FOR**

**MAKUENI COUNTY PUBLIC SERVICE**

**Dated This \_\_\_ Day of \_\_\_ 2026**

## **FOREWORD**

The Government of Makueni County remains steadfast in its commitment to promoting a culture of high performance, accountability, and service excellence across all departments. To achieve this, the County recognizes the importance of establishing a fair and transparent system that acknowledges outstanding performance while addressing cases of underperformance or misconduct.

This Rewards and Sanctions Framework provide comprehensive guidelines for recognizing and rewarding exemplary performance at both the individual and departmental levels. It also outlines fair and consistent measures for dealing with non-compliance and unethical behavior. It further seeks to inspire a results-oriented work culture where every employee and department strives to contribute meaningfully to the County's development goals and the effective delivery of public services.

At the individual level, the framework aims to motivate staff to uphold integrity, innovation, diligence, and professionalism in their daily duties. At the departmental level, the framework encourages collective accountability, teamwork, and the pursuit of efficiency in achieving institutional targets and improving service outcomes for the people of Makueni County.

The framework is grounded in the principles of equity, meritocracy, and transparency as outlined in the Constitution of Kenya 2010, the County Governments Act 2012, and the Public Service Values and Principles Act. Through its effective implementation, the County seeks to strengthen performance management systems, enhance morale, and ensure that excellence and discipline are consistently recognized and upheld.

Finally, the success of this framework depends on the collaboration and commitment of all County staff, Institutional Heads, and oversight bodies. Together, we can build a motivated, ethical, and high-performing public service that delivers on the promise of transformative governance for the citizens of Makueni County.

**Mutula Kilonzo Junior, CBS**

**GOVERNMENT OF MAKUENI COUNTY**

## **PREFACE**

The Government of Makueni County continues to strengthen a culture of accountability, professionalism, and excellence in the County Public Service. Effective delivery of public services depends not only on clear performance expectations, but also on equitable systems that recognize outstanding achievement and address unsatisfactory performance in a fair and transparent manner. The Performance Rewards and Sanctions Framework has been developed as a key instrument for reinforcing performance-based management within the Makueni County Public Service.

This Framework operationalizes the link between institutional performance, individual staff performance, and the consequences that follow whether reward or sanction. In doing so, it seeks to entrench meritocracy, improve productivity, and promote integrity in line with Article 232 of the Constitution of Kenya, the County Governments Act, and the broader principles of good governance. The Framework will guide the administration of rewards for exemplary service while providing structured mechanisms for corrective action where performance falls below the required standards.

Development of this Framework also responds to the need for harmonized, predictable and objective procedures in the management of performance outcomes. It clarifies roles, responsibilities, timelines, and evaluation criteria, thereby ensuring uniform application across all County Departments and Agencies. Further, it aligns performance management practices with national and county development priorities as articulated in the County Integrated Development Plan (CIDP), the Integrated Performance Management Guidelines for Counties 2024, Kenya Vision 2030, and relevant legal and policy instruments governing public service.

Successful implementation of this framework will require commitment, professionalism, and adherence to due process by all duty bearers. It is therefore expected that every officer within the Makueni County Public Service will familiarize themselves with its provisions and apply them diligently.

Makueni County Public Service Board remains committed to executing its mandate as enriched in the County governments Act, 2012. It is our expectation that all County entities and officers will adhere to the provisions of the framework and play their part in fostering a disciplined, high-performing, and citizen-focused public service that advances the development agenda of Makueni County.

**Benjamin Kioko KasaMBA**

CHAIRPERSON

MAKUENI COUNTY PUBLIC SERVICE BOARD

## **ACKNOWLEDGEMENT**

The Government of Makueni County wishes to acknowledge the invaluable contribution of all stakeholders who participated in the development of this Rewards and Sanctions Framework. It represents a collective commitment to promoting accountability, excellence, and integrity in the delivery of public services across the County.

I acknowledge the support of the County leadership, spearheaded by H.E. the Governor and the Deputy Governor. Special gratitude to Members of the County Executive Committee, Head of Public Service, Chief Officers, Institutional Heads, the Departmental Integrated Performance Management Committees, Human Resource professionals across County entities, and County staff at large, for their practical insights and contextual relevance in shaping these guidelines.

I extend special appreciation to the County Integrated Performance Management Committee (CIPMC) for championing the development process of the frame. The Committee's dedication, technical expertise, and consultative approach ensured that the framework effectively integrates both individual and departmental performance in line with the County's performance management objectives.

The role of the County Public Service Board (CPSB) as the oversight body in performance management was significant in development of this framework. The Board's guidance and policy alignment ensured that the framework adheres to the principles of fairness, transparency, and accountability in managing rewards and sanctions.

Equally I recognize the active participation and input from all county entities, as well as Departmental Performance Coordinators who have played an important role in the process of implementing Staff Performance Appraisals.

This framework is therefore a product of shared vision, teamwork, and dedication among all County stakeholders. It serves as a vital tool in promoting a culture of merit, professionalism, and continuous improvement within the Makueni County Public Service.

**Dr. Justin M. Kyambi**  
**COUNTY SECRETARY**

## **EXECUTIVE SUMMARY**

Performance Rewards and Sanctions Framework (PRSF) for the Government of Makueni Public Service provides a comprehensive and structured approach for promoting a culture of accountability, meritocracy, and performance excellence in the delivery of public services. It is designed to strengthen the linkage between performance measurement and consequence management by ensuring that exemplary achievement is formally recognized and encouraged, while unsatisfactory performance is addressed in a transparent, fair, and corrective manner.

This Framework operationalizes the direct connection between institutional performance evaluations conducted through Performance Contracting (PC), individual performance assessments undertaken through the Staff Performance Appraisal System (SPAS) and other criteria for rewarding individual performance. By harmonizing these tools, the Framework seeks to streamline the administration of rewards and sanctions, eliminate inconsistencies, and enhance objectivity in decision-making across County Departments and Agencies. It emphasizes both monetary and non-monetary incentives, aimed at nurturing innovation, integrity, efficiency, and professionalism, while also outlining proportionate measures for addressing persistent underperformance.

The PRSF is anchored in the national legal and policy architecture, including Article 232 of the Constitution on the values and principles of public service, the County Governments Act 2012, Public Service Commission guidelines on performance management and Integrated Performance Management Guidelines for Counties 2024. It further aligns with the County Integrated Development Plan (CIDP), Makueni Vision 2025, and Kenya Vision 2030, ensuring that individual and departmental performance directly contributes to broader development priorities. The Framework applies to all County public officers, both permanent and contractual, and provides clarity on the roles, responsibilities, procedures, and timelines expected throughout the performance cycle.

To guarantee its effectiveness, the Framework establishes clear institutional arrangements for implementation, including coordination by oversight bodies, adherence to due process, and continuous monitoring and evaluation. It underscores the shared responsibility of all officers, supervisors, and decision-making authorities in safeguarding the integrity of the performance management system.

Ultimately, this Framework is intended to inspire a high-performing, ethical, and citizen-centered public service that consistently delivers quality outcomes for the people of Makueni County. By reinforcing fairness, professionalism, and accountability, it provides a foundation for continuous improvement and strengthens public confidence in the County's governance and service delivery systems.

### **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

## **ABB-REVIATIONS AND ACRONYMS**

|        |                                                           |
|--------|-----------------------------------------------------------|
| CDA    | County Departments and Agencies                           |
| CHRMAC | County Human Resource Management Advisory Committee       |
| CIDP   | County Integrated Development Plan                        |
| CIPMG  | County Integrated Performance Management Guidelines       |
| CPSB   | County Public Service Board                               |
| CPSEA  | County Public Service Excellence Award                    |
| DHRMAC | Departmental Human Resource Management Advisory Committee |
| HR     | Human Resources                                           |
| PC     | Performance Contract                                      |
| PC     | Performance Contract (Institutional Evaluation Tool)      |
| PCRSE  | 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                        |

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## **CHAPTER ONE: INTRODUCTION**

### **1.1 Overview**

Government of Makueni County has previously implemented various initiatives to reward and sanction performance in the County Public Service. The absence of a harmonized framework for administration of performance rewards and sanctions has made it difficult to recognize and reward 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 individual employees.

The framework intends to; attract, nurture, and retain a high performing staff; promote a culture of meritocracy, and continuous service improvement for the people of Makueni County.

### **1.2 Background**

The Rewards and Sanctions system plays a critical role in shaping performance, accountability, and motivation within the public service. 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 Development plan.

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 some optimal 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 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. Since 2016 the Government of Makueni County has institutionalized performance management. Performance contracts are signed between Governor and County Executive Committee Members (CECMs), Chair Persons of agencies and henceforth cascaded to other departments/agencies heads. All other employees have been put under SPAS. The County has been conducting annual performance evaluations where top performing departments are rewarded for excellent and very good performance while departments have rewarded their employees using varying metrics.

Over the nine years of complete performance contracting cycle implementation, the county has established structured mechanism of monitoring performances. This constitutes Integrated Performance Management Committee that spear heads the process with the support of Departmental Performance Committees. The process has progressed from monitoring PC target achievement to strong linkages between target and service delivery, and county planning and budgeting tools including CIDP, Strategic Plans and Annual Development Plans.

### 1.3 Statement of the Problem

Despite the institutionalization of Performance Management, Makueni County Public Service has faced operational and procedural challenges including and not limited to;

- a) **Inconsistency in Consequence Performance Management:** There has been a lack of unified and standardized application of both rewards and sanctions across different County Departments and Agencies, leading to perceptions of unfairness and eroding staff morale.
- b) **Weak Accountability Link:** Instances of unsatisfactory performance have often lacked consistent, non-financial sanctions (such as mandatory corrective action or penalties), resulting in the perpetuation of underperformance in critical service delivery areas.
- c) **Ad-hoc Reward Structures:** Financial incentives, where provided, have sometimes been ad-hoc and not clearly linked to the rigorous, objective performance metrics required by the Salaries and Remuneration Commission (SRC) Framework for Recognizing Productivity and Performance in the Public Service.
- d) **Gaps in Due Process:** There is inadequacy of standardized disciplinary procedures in performance management resulting in inconsistent adherence to due process requirements thereby exposing the county to potential legal, compliance and administrative risks.

### 1.4 Rationale for the Framework

The PRSF minimizes the accountability loop by integrating the performance ratings generated by PCs and SPAS with tangible administrative and financial consequences, ensuring that both high performance and underperformance receive appropriate and timely attention. The Framework;

- a) Ensures full compliance with the legal and policy provisions.
- b) Enhances service delivery and productivity of the county public service.
- c) Promotes and Reinforces professionalism across the public service.

### **1.5 Goals of the Framework**

The goal of the framework is to recognize excellent performance and address under performance in the county public service.

### **1.6 Objectives of the Framework**

The PRSF is guided by the following specific objectives:

- 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 motivate, foster creativity, enhance performance and productivity in service delivery.
- iv. To reinforce the national values and principles of governance, and values and principles of public service.

### **1.8 Guiding Principles**

The implementation of this PRSF shall adhere to the following principles derived from national values and best practice:

- 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. Natural Justice (Due Process) - No sanction that shall be implemented without the affected officer being informed, heard, and allowed the right to appeal (Fair Hearing).
- iv. Proportionality -The severity of a sanction shall be proportional to the degree of underperformance or misconduct. Emphasis shall be on correction Performance Improvement Plan (PIP) before punishment (Termination).
- v. Meritocracy - Rewards must be exclusively based on superior performance, competency, and demonstrable positive impact on service delivery.

## 1.9 Legal and Policy Framework

The PRSF is anchored on the following legal, policy, and regulatory instruments:

- i. The Constitution of Kenya.
- ii. County Governments Act, 2012.
- iii. Public Service Commission (PSC) Performance Rewards and Sanctions Framework for the Public Service (2016).
- iv. PSC Guidelines for Implementation of Performance Rewards and Sanctions, (2017).
- v. Public Service Commission Regulations (Performance Management), 2020/2021.
- vi. SRC Framework for Recognizing Productivity and Performance in the Public Service, 2023.
- vii. Public Financial Management (PFM) Act, 2012.
- viii. Performance Management Framework for County Governments, 2017.
- ix. County Integrated Performance Management Guidelines (CIPMG), 2024.
- x. Conflict of Interest Act, 2025.
- xi. Makueni County Human Resource Policies and Procedures Manual, 2025.

## **CHAPTER 2: SITUATIONAL ANALYSIS**

### **2.0 Overview**

Makueni County institutionalized Performance Contracting (PC) in FY 2016/17 as part of its broader effort to entrench service delivery within the public service. Since then, PC is a core component of the County's performance management system, aligning departmental and individual performance targets with the County Integrated Development Plan (CIDP), Annual Development Plan (ADP), and budget priorities.

Over the years, the County has implemented 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.

### **2.1 Performance Measurement Tools**

#### **2.1.1 Performance Contracting**

Performance Contracting is an annual cycle beginning at target identification, negotiations, vetting, signing, reporting, evaluation and release of results. Target identification and negotiations is at department level, the processes in the cycle are led by Head of Department and IPMC, vetting and signing are negotiated process in which County Departments and Agencies (CDAs) set their performance targets based on their mandates, resources and strategic objectives. Performance targets are subsequently cascaded to the departments, directorates, divisions, sections, units and to individual employees.

#### **2.1.2 Work Planning**

Every employee develops an individual annual work plan derived from the Departmental/Agency/Directorate/Division/Section/Unit /Supervisor's Annual Work Plan reflecting the performance targets and specific activities against which his/her performance is measured; outline the resources required in the implementation of the activities.

#### **2.1.3 Staff Performance Appraisal System**

Each employee in the County Public Service sets performance targets at the beginning of each financial year. These targets are negotiated between the individual employee (appraisee) and their

immediate supervisor (appraiser) before 31<sup>st</sup> July of each year ensuring targets are Specific, Measurable, Achievable, Realistic, Time-bound. (SMART)

## **2.2 Assessment Procedure**

### **2.2.1 Quarterly Performance Reports**

Quarterly performance report is undertaken to assess progressive implementation of work plans and to identify emerging challenges affecting performance. Each department compiles a quarterly performance report summarizing the progress on key outputs and indicators, highlighting notable achievements, and lessons learnt.

### **2.2.2 Mid-Year Performance Assessment**

During the mid-year performance assessment, every employee prepares a status report to track progress of achievement. Mid-year review under SPAS is conducted by 15<sup>th</sup> January every year, and both the appraiser and appraisee jointly review the progress made by the appraisee in meeting the performance targets agreed on at the beginning of the year. They discuss any targets varied and/or added in the respective sections of the appraisal report; and any constraints experienced and whether there is need to vary the initial performance targets in order to accommodate any unforeseen circumstances.

### **2.2.3 Annual Performance Evaluation**

County entities undertake self-performance evaluations based on their annual achievement for each performance indicator. Thereafter, external performance evaluation and moderation is undertaken by an independent performance evaluation team where the entities provide verifiable documented evidence of the reported achievement. Annual evaluation focuses on achieved results and provides the basis for rewarding excellent and very good performance and sanctioning under-performance. This activity is carried out at the end of the performance period/year.

The evaluation is guided by a rating scale used to indicate the level of performance by an appraisee in terms of percentage score as evaluated against a pre-determined targets agreed at the beginning of the performance year.

In the event that the appraiser or appraisee leaves the institution/department through transfers and deployments, she/he is required to appraise or be appraised as the case may be on pro-rata basis.

#### **2.2.4 Release of Annual Performance Evaluation Report**

The County announces its annual performance reports in a public event in which performance results are announced. The Governor publicly announces the Departmental performance results, ranking and rewarding. The Governor recognizes the outstanding departments and subsequently these reports are uploaded online and also submitted to the County Assembly.

## CHAPTER THREE: PROCEDURES FOR REWARDING AND SANCTIONING

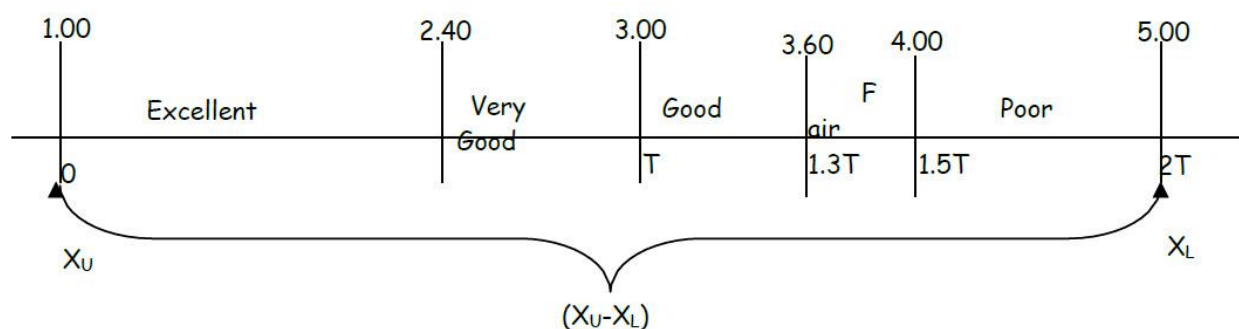
### 3.1 Introduction

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 individual level. For purposes of rewarding and sanctioning Annual performance shall be categorized into institutional and individual. The performance contracting annual evaluation and the staff performance appraisal compute composite scoring of institution as well as employee's performance. Heads of institutions and Authorized officers shall be scored based on their institutional Performance Contract annual evaluation report. Staff below authorized officers 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 1: Performance Achievement computation scale**

Institutional performance shall be the performance of a department or agency and 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.

Individual performance shall be the performance of Institutional Heads, their respective Authorized Officer and staff below them. Departmental head and their respective authorized officers shall be eligible for rewards when their institutional performance is above 101%. Staff below authorized officers shall be eligible for consideration of reward when their annual

evaluation performance score is 101% and above on the performance contract or Annual Staff Appraisal performance score is 101% and above where applicable. Departmental head and their respective authorized officers shall be subject to sanction when their institutional performance is below 65%, and 49% of SPAS score for Staff below Authorized officers.

### **3.3 Procedures for Rewarding**

#### **3.3.1 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 CIPMC shall recommend to the Governor to reward institutions on departmental overall performance, performance criteria and most improved as follows;
  - a. Floating a trophy for the top three institutions rated as excellent for achieving annual performance score 101% and above.
  - b. Award Certificate of commendation signed by the governor to institutions rated as excellent for achieving annual performance score 101% and above.
  - c. Award Certificate of Recognition signed by the Governor to institutions rated as very good for achieving annual performance score that is 90% and above 100% and below.
  - d. Award Certificate of appreciation on good performance signed by the Governor to institutions rated as very good for achieving annual performance score that is 65% and above 89% and below.
  - e. Award Certificate of recognition signed by the Governor to institutions that have achieved category performance of 100% and above.
  - f. Award Certificate of appreciation signed by the Governor to institutions that have the highest increase in their annual performance from the previous year's.
- v. Step 6 – The Governor shall reward institutions based on recommendation of CIPMC.

### 3.3.2 Procedure for Rewarding Individuals

Annual individual rewards shall be based on annual performance contract evaluation report as well as annual Staff Performance Appraisal report. Institutional Heads and authorized officers shall be rewarded based on their annual performance contract evaluation report and staff below them shall be rewarded based on their annual staff performance appraisal report.

#### 3.3.2.1 Eligibility Criteria

Institutional Heads and authorized officers of institutions that achieve annual performance score of 101% and above shall be eligible for reward. Institutional Heads and authorized officers include; CECM, County Attorney, County Secretary, Chairpersons of independent Agencies and SAGAs, Chief Officers and CEOs / Managing Directors of independent Agencies and SAGAs.

#### 3.3.2.2 Rewarding Criteria for Institutional Heads and Authorized Officers

Recommendation for rewarding Institutional Heads and Authorized Officers shall follow the steps below;

- i. Step 1 – The Governor shall appoint a rewards and sanctions committee to evaluate and recommend eligible rewardees and their rewards.
- ii. Step 2 - CIPMC shall compile and propose Institutional Heads and authorized officers eligible for individual performance reward to the rewards and sanctions committee.
- i. Step 3 – The rewards and sanctions committee shall notify the proposed rewardees and request them to submit Self-endorsement notes that justify their research, creativity and innovation, knowledge or skills transfer.
- ii. Step 4 – the reward and sanction committee shall evaluate and score between 0-30 the proposed rewardees 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 1: Each parameter is rated on a 1–5 scale (1 = Low, 5 = Very High).**

| 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).*

- iii. Step 5 – The Rewards and sanctions committee shall determine proposed rewardees 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.
- iv. 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.
- v. Step 7 – Rewards and Sanctions committee Shall evaluate and recommend rewardees and the rewards to the governor.
- vi. Step 8 – the Governor shall consider the recommendation and reward excellent performance.

### *3.3.2.3 Rewarding Criteria for Staff Below Authorized Officers.*

Recommendation for rewarding Staff Below Authorized Officers shall follow the steps below;

- iii. Step 1 – The Authorized officers 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.
- iv. Step 2 - The Governor shall appoint a Rewards and Sanctions Committee to evaluate and recommend eligible rewardees and their rewards.
- v. Step 3 – CIPMC shall verify staff Performance Appraisal scoring for adherence to performance standards and consistency and submit proposed rewardees who have attained a performance score of 101% and above to the Rewards and Sanctions Committee.
- vi. Step 4 – The Rewards and Sanctions Committee shall notify the proposed rewardees and request them to submit self-endorsement notes.
- vii. Step 5 – Eligible nominees shall submit to the rewards and sanctions committee the Self-endorsement notes that justify their research, creativity and innovation, knowledge or skills transfer.
- viii. Step 6 – the reward and sanction committee shall evaluate and score between 0-30 the proposed rewardees on their self-endorsement notes as per the criteria below.
  - c. *Strategic Relevance* — how strongly the criterion contributes to global, national, and county development agendas.
  - d. *Impact Potential* — how directly it improves outcomes (service delivery, livelihoods, institutional efficiency).

**Table 2: Each parameter is rated on a 1–5 scale (1 = Low, 5 = Very High).**

| <b>Criterion</b>   | <b>Strategic relevance</b> | <b>Impact potential</b> | <b>Total score</b> | <b>Rationale</b>                                                                                                                                          |
|--------------------|----------------------------|-------------------------|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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                                 |
| <b>TOTAL</b>       |                            |                         | <b>30</b>          |                                                                                                                                                           |

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

- vii. Step 7 – The Rewards and Sanctions Committee shall request the HRMAC to submit the proposed rewardees assessment report on adherence to article 232 CoK on Values and Principles of Public Service.
- viii. Step 8 – The Rewards and sanctions committee shall compute the assessment report submitted by HRMAC on adherence of the rewardees 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 and Sanctions committee Shall compile, rank and submit rewardees and recommend rewards to the County secretary.
- xi. Step 11 – The County Secretary shall submit the proposed rewardees and rewards report for review and adoption by the County Executive committee.
- xii. Step 12 – The County Secretary shall submit the adopted rewardees and rewards report to the county public service Board for implementation

#### *3.3.2.4 Types of Individuals Rewards*

Institutional heads, Authorized officers and staff below authorized officers proposed as rewardees shall be eligible for monetary and non-monetary rewards by the Governor and the County Public Service Board, the County Secretary and Institutional heads.

**i. The Governor's Rewards**

The governor shall reward rewardees recommended by the rewards and sanctions guided by the following criteria;

- a. Employee of the Year award – A certificate of the Employee of the Year Signed by the Governor shall be rewarded to the rewardee who has attained above 110 and the highest aggregate score.
- b. County Public Service Excellence Award – A certificate of County Public Service Excellence shall be signed by the governor rewarded to rewardees as follows;
  - Integrated Performance Innovation and Public service Award shall be rewarded to rewardees that have achieved an aggregate score of 130 and above.
  - Creativity, research, Knowledge and skills development award shall be rewarded to rewardees that have achieved a score of 22 and above and is highest ranked.
  - Excellence in Public Service Values Award shall be rewarded to rewardees that have achieved a score of 7 and above and is highest ranked.
  - All Round Excellence Award shall be rewarded to rewardees that have achieved a score of 7 and above and is highest ranked.
- c. Certificate of commendation - A certificate of commendation signed by the governor shall be rewarded to best three (3) rewardees with the highest aggregate score between 130 – 139.
- d. certificate of recognition – A certificate of recognition signed by the governor shall be rewarded to best three (3) rewardees with the highest aggregate score between 120 – 129.
- e. certificate of appreciation by IH

**ii. The County Public Service Board**

**iii. Monetary Rewards**

Recommended rewardees who attained a score of **130** and above out of 150 are eligible for monetary reward which are financial benefit that they are compensated above their normal pay and may include;

- a. **13<sup>th</sup> Salary** – Shall be an additional pay equivalent to 1 month's basic salary of the rewardee.
- b. **Bonus payment** – Shall be monetary incentive above normal pay paid to the rewardee.

Monetary rewarding shall be guided by Regulation 42(3)(a) of the Public Service Commission (Performance Management) Regulations, 2021, which requires institutions to seek SRC advice before administering monetary rewards.

Monetary rewards shall be guided by the following criteria;

- a. Financial resources required for monetary reward must be available.
- b. Number of rewardees for monetary rewards in a department must not exceed 5% of the total number of officers in the department.
- c. All monetary rewards must be approved by SRC.

#### **iv. Non-Monetary Reward**

Recommended rewardees who attained a score of **101 and above and below 129** out of 150 are eligible for non-monetary reward which include;

- a. Letters of Commendation by the Governor - An employee who attains a score of 120% and above will be rewarded through a letter of commendation signed by the Governor.
- b. Letters of Commendation by County Secretary - All officers who attain a score of 110% and above as per the criteria shown in 3.3.2 will be recognized through a letter of commendation signed by the County Secretary.
- c. Letters of Commendation by the institutional heads - All officers who attain a score between 101 - 109 will be recognized through a letter of commendation signed by the institutional Head.

#### **Roll of Honour for Excellent Performance**

- i. Names of employees who achieve performance scores higher than **120%** of the agreed performance targets as per the criteria shown in 3.3.2 will be published in the County Public Service Board's Rolls of Honour annually.
- ii. Such employees may be considered by H.E the Governor for nomination for County and National Honours and Awards

#### **3.3.2.5 County Public Service Excellence Award (CPSEA)**

- i. County Departments and Agencies will identify employees who achieve "Excellent" performance during the year and recommend them for consideration of award based on the criteria set out in this framework.

- ii. Nominations for the 'County Public Service Excellence Award' should be submitted to the County Secretary not later than end of November every year.
- iii. The County Public Service Excellence Awards in various categories will be as determined by the County Executive Committee from time to time.

#### **3.3.2.6 International Award Recognition (exceptional )**

- i. An employee, who is awarded an international award issued by an internationally recognized body, will be listed in the Roll of Honour issued annually by the Governor.
- ii. The employee who wins the award should submit a copy of the recognition certificate to the County Secretary through the Authorized Officer.
- iii. Such employees may be considered for nomination for County and National Honours and Awards.

#### **3.3.2.7 Nomination for County and National Honours and Awards**

The award is in recognition of exemplary performance in service delivery and positive contribution to the wellbeing of society. Employees who meet the prescribed criteria will be eligible for nomination by their respective Departments and Agencies. The criteria to be considered in the nomination

- i. Unique and exemplary service to the county
- ii. Innovation that has significant impact on service delivery and enhances the quality of life of the citizens
- iii. Public participation in the nomination of the recipients of the awards

County and National Honours and Awards may be recalled if the beneficiary compromises the integrity of the award as provided in the County and National Honours and Awards Acts.

#### **3.3.2.8 Employee of the Year Award**

County Departments and Agencies will identify employees who demonstrate excellent performance during the year and recommend them for consideration of the award based on the criteria set out from time to time. Nominations for the employee of the year award will be submitted to the Authorized Officer not later than 31<sup>st</sup> August every year. The employee of the year will be awarded a certificate of commendation by the Governor.

### **3.3.2.9 Promotions on Meritorious Grounds(CPSB)**

Promotions are a major incentive for hard work and better performance. The promotion criteria shall include:

- i. Merit, equity, aptitude and suitability;
- ii. Demonstrated satisfactory performance for at least three (3) years, as evidenced in the PC and SPAS reports subject to availability of vacancies;
- iii. Made significant contribution to service delivery in their respective areas and have attained "Excellent" rating in their performance.
- iv. Demonstrated high levels of excellence and accountability, innovation and values as demonstrated in objectively documented evidence;
- v. Prescribed qualifications for holding or acting in the office;
- vi. The provable experience and demonstrable milestones attained by the employee; and
- vii. Adherence to the standards, values and principles set out in Articles 10, 27 (4), and 232 (1) of the Constitution.

### **3.3.2.10 Incremental Credits (CPSB)**

An officer may be granted one incremental credit for exemplary performance for three consecutive years provided the maximum salary of the Job Group assigned to the post is not exceeded.

### **3.3.2.11 Club Subscriptions-Makueni County Public Service Club**

An officer who demonstrates exemplary performance during the year may be granted one-year subscription at the Makueni County Public Service Club.

### **3.3.2.12 Gym Subscription-Makueni County Gym**

An officer who demonstrates exemplary performance during the year may be granted one-year subscription at the Makueni County Gym.

### **3.3.2.13 Consideration for Government Sponsored Trainings/Scholarships**

The County Government will consider financial assistance or approve training for Advanced Professional Development Courses and strategic courses for an officer who demonstrates

exemplary performance provided that the area of study is a County/national priority or is focused towards a Department's/Agency's strategic needs as outlined in its strategic plan and the course is relevant to the officer's current or potential future job.

#### **3.3.2.14 Consideration for Payment of Subscription to Professional Bodies**

The County Government will consider approval for payment of subscriptions and annual fees to professional membership for an officer who demonstrates exemplary performance.

#### **3.3.2.15 Contract Renewal**

Renewal of an employee's service contract will be based on performance, subject to the provisions of the performance rewards and sanctions applicable to the rating scale shown in Table

#### **3.3.2.16 Governors Discretionary Powers for Rewarding Exceptional Performance**

The Governor may exercise informed judgment to acknowledge and reward employees whose performance reflects exceptional value to the organization without necessarily subjecting the employee to a formal evaluation.

The Governor may exercise discretion to reward individual staff whose conduct and commitment to article 10 and 232 of the Constitution of Kenya reflect exceptional service. This shall be informed via the state of the County address Annual report on extend into which the County Government has mainstreamed these Values and principles.

### **3.3.3 Sanctions for poor performance**

Sanctions under this framework are purely for poor performance. However, the framework recognizes poor performance may sometimes be attributed to exogenous factors. In addition, disciplinary related sanctions will be administered according to the laid down disciplinary procedures.

The sanctions include

#### **3.3.3.1 Agency /department sanctions**

A Department/Agency which is evaluated to have consecutively performed "Fairly" or "Poorly" during a given financial year will be sanctioned as follows:

- i. Cautionary letter by the Governor for "Fair" performance;

- ii. Censure letter signed by the Governor and cited for “Poor” performance; and
- iii. Non-renewal of contract for the Heads of the Department/agency for “Poor” performance without justifiable reasons.

### **3.3.3.2 Employee sanctions**

An employee who consistently underperforms will face sanctions based on individual scores as indicated in Table on employee rating

#### **a) Placement on Performance Improvement Plan**

A performance improvement plan is an action plan that may include among others, coaching and mentoring, on the job training, counseling and provision of necessary resources. An employee who attains a score of 60% to 79% of the agreed performance targets will be placed on a Performance improvement plan to enable him/her attain higher performance.

#### **b) Application of Performance Sanctions**

An employee who attains a score of below 65% will be placed on a performance improvement plan or sanctioned as indicated in Table 3. Such an employee will be addressed a letter signed by the Authorized Officer and accorded opportunity to give representations on the intended sanction. The case will thereafter be forwarded to HRMAC and handled in accordance with termination of appointment procedure.

### **3.4 Process for recognizing performance for individual employees within the county public service.**

The process shall be as shown in the Table Below;

| <b>No.</b> | <b>Step Description</b>                       | <b>Action</b>                                                                                                                                            | <b>Timeline</b>                                               |
|------------|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|
| 1          | Notice Release                                | the County Secretary shall release a call for nomination notice to the County public service with a criterion                                            | Before 15 <sup>th</sup> July of the performance Cycle         |
| 2          | Submission of documents as shown in table 3.6 | Departmental Accounting/Authorized officer Shall submit to CIPMC documents as listed in the requirements for submission table with an endorsement letter | Before 15 <sup>th</sup> August of the Performance Cycle.      |
| 3          | Review and submission of rewards              | the County Secretary – through IPMC Shall consolidate all the indents and submit for Evaluation                                                          | Before 10 <sup>th</sup> of September of the performance cycle |

| No. | Step Description                                                        | Action                                                                                                                                                    | Timeline                                                      |
|-----|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|
|     | documentation to Adhoc rewards and Sanctions Committee                  |                                                                                                                                                           |                                                               |
| 4   | Evaluation of rewards documentation                                     | Taking into consideration existing factors, the Adhoc Rewards and Sanctions committee Shall evaluate and recommend awards as per the available submission | Before 20 <sup>th</sup> of September of the Performance Cycle |
| 5   | Submission rewards recommendations to the Head of County Public Service | Adhoc Rewards and Sanctions committee shall review and submit justifications of rewards based on available evidence                                       | Before October 31 <sup>st</sup> of the Performance cycle      |
| 6   | Rewarding                                                               | Rewarding exemplary by the Governor                                                                                                                       | Before 15 <sup>th</sup> of December                           |

### 3.6 Requirements for submitting indent for consideration

To recognize individual Performance within the County Public Service, the Adhoc Rewards and Sanctions Committee shall evaluate presented evidence for individual awards and submit the recommendations to the Head of County Public Service with a copy to the County Public Service Board as per the criteria shown below. Information shall be submitted to IPMC as shown in the table below;

Requisite documents

| No. | Document/Information                                                                                | Status (Mark '√' to denote available and '×' to denote not available) |
|-----|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| 1   | A copy of Evaluated performance Targets with agreed scores                                          |                                                                       |
| 2   | County/Departmental Human Resource Advisory Notes                                                   |                                                                       |
| 3   | Departmental Accounting/Authorized officer forwarding letter                                        |                                                                       |
| 4   | Self-endorsement notes justifying Research, Creativity and Innovation, Knowledge or Skills Transfer |                                                                       |
| 5   | Popular Ratification (360 feedback score card)                                                      |                                                                       |

## **CHAPTER FOUR: INSTITUTIONAL AND COORDINATION FRAMEWORK**

### **4.1 Institutional Framework**

The institutional 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. Appoint the Rewards and Sanctions Adhoc 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 the Adhoc Rewards and Sanctions 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 and Sanctions Adhoc Committee**

- i) Evaluate nominees for rewards and sanctions based on the submitted nomination documents and the criteria shown on. 3.6
- ii) Submit the Rewards and Sanctions Evaluation report to the County Secretary.

##### **4.1.4.1 Constitution of Rewards and Sanctions Adhoc Committee**

The composition of this Committee shall be as follows

- i. Two CECMs Appointed by the Governor

- ii. One Independent Verification Evaluator Appointed by the governor
- iii. 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 13<sup>th</sup> 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 maintained 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

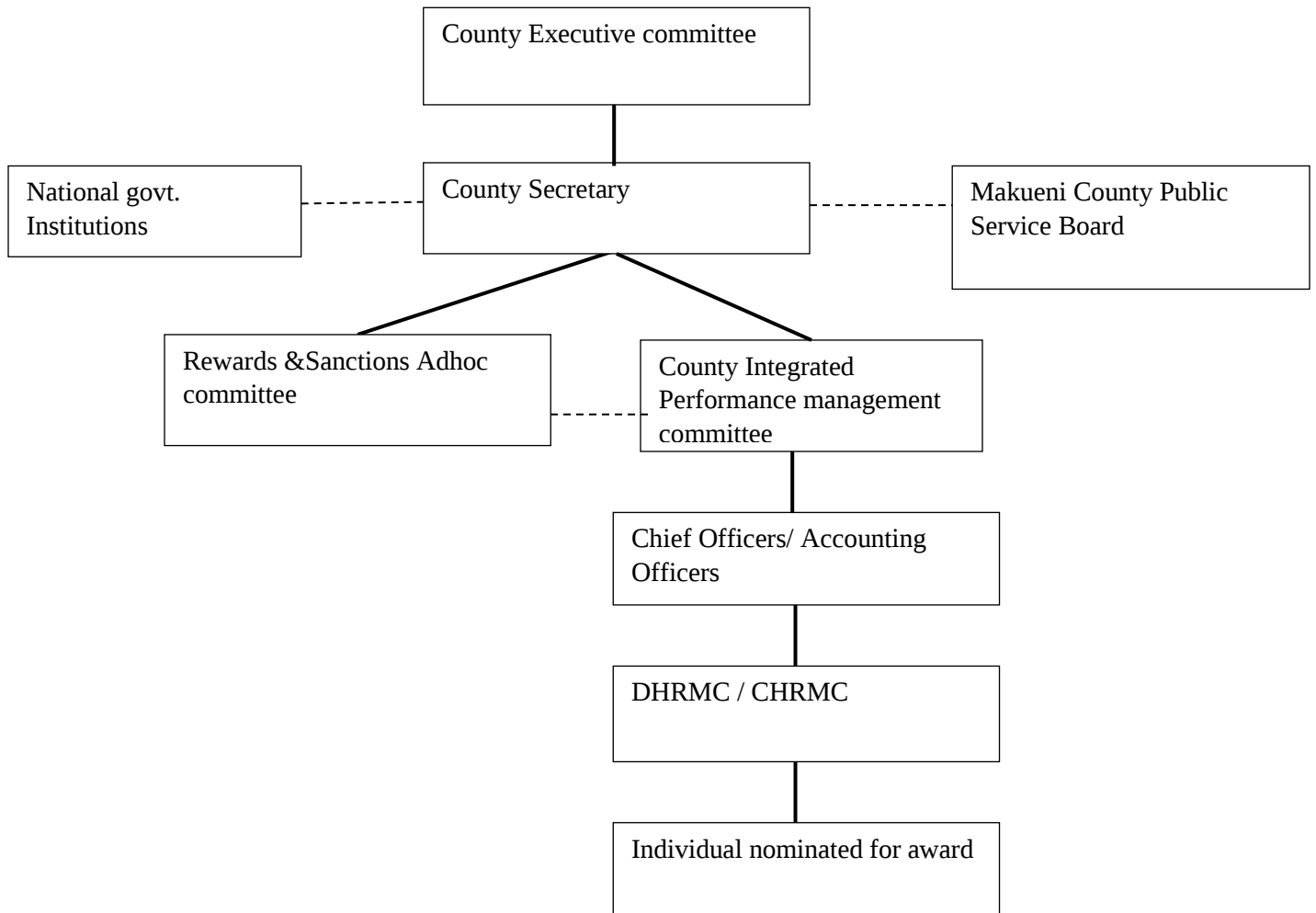
#### **4.1.9 National Level Institutions**

- 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.

#### **4.1.10 other stakeholders**

The government will recognize other institutions which might reward individual employees, department or the organization on exemplary performance based on their performance indicators. These accolades will be presented during the annual reward ceremony organized by the Office of the County Secretary.

## 4.2 Coordination Framework



## CHAPTERV FIVE: MONITORING AND EVALUATION

### 5.1 Implementation and Integration of Rewards and Sanctions

The implementation of the framework will be monitored on a continuous basis. Monitoring will be based on performance indicators on areas identified in the framework, whose implementation will be measured to assess performance by all players with responsibilities as outlined herein.

| Phase                 | Action Steps                                                                                                                                                                                                                                            | Expected Output                                            | Actor                    |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|--------------------------|
| Design Phase          | <ul style="list-style-type: none"><li>i. Develop clear guidelines and tools for evidence-based assessment</li><li>ii. Sensitize staff on the performance-reward linkages</li><li>iii. Establish a digital performance tracking system</li></ul>         | Unified understanding and ownership of the reward model    | CIPMC/Authorized officer |
| Implementation Phase  | <ul style="list-style-type: none"><li>i. Quarterly/annual performance appraisals based on three criteria</li><li>ii. Peer and supervisor reviews to validate contributions</li><li>iii. Use of scorecards aligned with development indicators</li></ul> | Transparent and objective evaluation outcomes              | CIPMC                    |
| Reward Phase          | <ul style="list-style-type: none"><li>i. Public recognition (awards, certificates)- Financial or career incentives</li><li>ii. Promotion or professional development opportunities</li></ul>                                                            | Reinforced motivation and institutional excellence culture | CEC/CPSB/                |
| Monitoring & Feedback | <ul style="list-style-type: none"><li>i. Annual review of criteria and outcomes</li><li>ii. Integration with CIDP performance reports</li><li>iii. Continuous feedback loops for improvement</li></ul>                                                  | Adaptive and evolving reward framework                     | CIPM                     |

### 6.2. Review

This framework 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.

## APPENDIX:

**Table 3 Rating and Rewards/Sanction at the Departments/Agency Level**

| Achievement of Performance Targets                               | Rating Scale Composite Score |                | Reward/Sanctions                                                       |
|------------------------------------------------------------------|------------------------------|----------------|------------------------------------------------------------------------|
| Achievement greater than 100% of the agreed performance targets  | Excellent                    | 101% and above | Floating Trophy* and Certificate of Recognition 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 commendation on good performance 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    |

### Rating and Rewards/Sanction for the employee

**Table 4 Rating and Rewards/Sanction for the employee**

| No  | Parameter            | Description                                                                                                                                                                                                                             | Rating       |
|-----|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| i)  | Employee performance | Achievement of Performance Targets                                                                                                                                                                                                      | Entry – 101+ |
|     |                      | Achievement higher than 101+                                                                                                                                                                                                            | Excellent    |
|     |                      | Achievement between >90% and <=100% of the agreed performance targets                                                                                                                                                                   | Very Good    |
|     |                      | Achievement between >65% and <=90% of the agreed performance targets                                                                                                                                                                    | Good         |
|     |                      | Achievement between >50% and <=65% of the agreed performance targets                                                                                                                                                                    | Fair         |
|     |                      | Achievement up to 49% of the agreed performance targets                                                                                                                                                                                 | Poor         |
| ii) | HRMAC Recommendation | 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) | Self-endorsement notes | Self-endorsement notes justifying Research, Creativity and Innovation, Knowledge or Skills Transfer | Up to 30   |
| iv)  | Popular Ratification   | score card<br>i. Peer to peer<br>ii. Supervisor<br>iii. Supervisee                                  | Up to 10   |
|      | <b>TOTAL</b>           |                                                                                                     | <b>150</b> |

### Annex 1: Employee Nomination Form

|                                                                                                                                                                                                                                                                                                                                            |                                                                                                     |                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|----------------------|
| <b>Part 1: General Information</b>                                                                                                                                                                                                                                                                                                         |                                                                                                     |                      |
| Name of Nominee:                                                                                                                                                                                                                                                                                                                           | Position:                                                                                           | Division/Department: |
|                                                                                                                                                                                                                                                                                                                                            | Sign:                                                                                               |                      |
| Name of Supervisor:                                                                                                                                                                                                                                                                                                                        | Position:                                                                                           |                      |
|                                                                                                                                                                                                                                                                                                                                            | Sign:                                                                                               |                      |
| Name of the person completing form:                                                                                                                                                                                                                                                                                                        | Division/Department:                                                                                | Financial Year:      |
| <b>Part 2: Process</b>                                                                                                                                                                                                                                                                                                                     |                                                                                                     |                      |
| The purpose of this form is to recognize and nominate the named employee for demonstrating excellent performance and behavior. The nominated employee must be in good discipline standing and demonstrate behavior from the criteria listed below. The person completing the form must cite specific example(s) for the criteria selected. |                                                                                                     |                      |
| <b>Part 3: Criteria</b>                                                                                                                                                                                                                                                                                                                    |                                                                                                     |                      |
| <b>RATING</b>                                                                                                                                                                                                                                                                                                                              | <b>EXPLANATION</b>                                                                                  |                      |
| HRMAC Recommendation                                                                                                                                                                                                                                                                                                                       | HRMAC recommendation proposing the reward or sanction. 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 CIPMC                                                                         |                      |
| <b>Part 3: To be filled by Adhoc Rewards and Sanctions Committee</b>                                                                                                                                                                                                                                                                       |                                                                                                     |                      |
| <b>Criteria</b>                                                                                                                                                                                                                                                                                                                            | <b>Achievement</b>                                                                                  | <b>Comment</b>       |
| Performance score                                                                                                                                                                                                                                                                                                                          |                                                                                                     |                      |
| HRMAC recommendations                                                                                                                                                                                                                                                                                                                      |                                                                                                     |                      |

|                        |  |  |
|------------------------|--|--|
| Self-Endorsement Notes |  |  |
| Popular Ratification   |  |  |

## Annex II Sample Letter of Commendation

## Annex III – PART A; Core performance criteria with attributes

| Criteria   | Attribute To Measure                                                                                                                                                                                                               | Alignment With Development Frameworks                                                                                                                                             | Indicators                                                                                                                                                                                                                                              | Reward Focus                                                                                          |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| Research   | <ul style="list-style-type: none"> <li>i. Evidence-based decision-making</li> <li>ii. Data-driven policy input</li> <li>iii. Applied research solving local problems</li> </ul>                                                    | 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  | <ul style="list-style-type: none"> <li>i. Number and quality of research outputs used in policy formulation</li> <li>ii. Adoption rate of research findings in departmental decisions</li> <li>iii. Partnerships formed for applied research</li> </ul> | Recognition for translating research into measurable impact (policy, productivity, or livelihoods)    |
| Innovation | <ul style="list-style-type: none"> <li>i. Creativity and problem-solving Efficiency improvement in service delivery</li> <li>ii. Use of digital tools or new methods</li> <li>iii. Scalable and sustainable initiatives</li> </ul> | SDG 8: Innovation-driven growth- Vision 2030 (Economic & Social Pillars): ICT, efficiency, public service transformation - Makueni Vision 2025: Smart, green, and people-centered | <ul style="list-style-type: none"> <li>i. Documented innovations improving processes or outcomes</li> <li>ii. Cost/time efficiency gains- Replication of innovations across units</li> </ul>                                                            | Incentives for novel, replicable, and high-impact ideas improving institutional or community outcomes |

| Criteria           | Attribute To Measure                                                                                                                                                                                                                          | Alignment With Development Frameworks                                                                                                                                    | Indicators                                                                                                                                                                                                                              | Reward Focus                                                                                 |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
|                    |                                                                                                                                                                                                                                               | governance                                                                                                                                                               |                                                                                                                                                                                                                                         |                                                                                              |
| Knowledge Transfer | <ul style="list-style-type: none"> <li>i. Capacity building and mentorship</li> <li>ii. Community engagement and extension services</li> <li>iii. Training peers or subordinate staff</li> <li>iv. Dissemination of best practices</li> </ul> | SDG 4 & 8: Quality education, lifelong learning, decent work<br>Vision 2030 (Social Pillar): Human resource development<br>CIDP Empowered communities and staff capacity | <ul style="list-style-type: none"> <li>i. Number of trainings, mentorship sessions, or community outreach activities</li> <li>ii. Feedback from beneficiaries Demonstrated behavior change or improved performance of others</li> </ul> | Recognition for sustained mentorship, skill enhancement , and institutional learning culture |

### **Annex III Part B; Performance Criteria Weighting Matrix**