

TRAINING AND PERFORMANCE MANAGEMENT POLICY

Turkish Grameen Microfinance Program (TGMP)

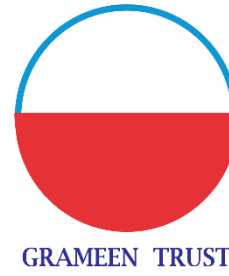
TRAINING POLICY

Purpose:

- To teach the candidate all kinds of jobs and operations that the employee should follow in the office and field work related to the institution during the recruitment within the TGMP and to make the candidate ready to work in the TGMP.
- Making training plans for the current employee with certain periods and contributing to their personal development.
- To train employees in accordance with the work and functioning of TGMP.

Scope:

- The employee who has just started working in TGMP branches starts the training process by completing the orientation process.
- Before the employee who has just started working in TGMP branches is given field responsibility in the field, practical or one-to-one online training is provided at the Ankara Microfinance Branch via the Zoom platform.
- A 15-day training program is prepared in accordance with the training calendar for the employee who has just started his job. The content of the program is “TGMP internal workings, field training and accounting education.”
- In coordination with the Human Resources Directorate of TGMP, the existing personnel who are considered to receive training within the framework of needs are given one-on-one online training at the Ankara Microfinance Branch or via the Zoom platform.
- Teaching methods and techniques are used when conducting microcredit training in accordance with the characteristics of the employee. Teaching methods are storytelling, question and answer and discussion method, demonstration, drama, problem solving and individual study method. Teaching techniques are brainstorming, question and answer, micro-teaching.
- A measurement and evaluation exam is held after the employee completes the training process. Having successfully completed his examination, the employee actively continues his duties. As a result of the unsuccessful passing of the exam, the training is continued



within the framework of the 5-day training program. Upon completion of the relevant process, an oral assessment is performed.

- Micro-educational video shoots are being prepared within the scope of the Academy. In addition to making learning permanent, all employees can access these trainings at any time.
- Innovations are being followed in order for the TGMP Academy to be functional and sustainable. A training calendar of personal and professional trainings is prepared to ensure that all employees benefit from the trainings.
- Determining the trainings that TGMP personnel may need and including them in the Academy (personal and professional training). Monthly "Wednesday Conferences" are held and personal training is provided to all employees by the management.
- By consulting with institutions and organizations that provide free online training, TGMP personnel are given new opportunities in different fields.
- Educational activities are regularly reported within the scope of the Academy.

Vehicles:

- Use of online (Online) training platforms. (Zoom, Skype,WhatsApp)
- Trainings provided through educational platforms. (www.tgmp.net)
- Face-to-face trainings given to all TGMP dec who come together on special occasions.
- Trainings coordinated with the relevant Regional Branches in any branch connected to the Regional Directorates.

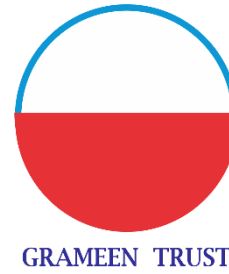
Measure:

Performance measurement is carried out in accordance with the TGMP Personnel Performance Management System, which is created with the goals and criteria to be determined by measurable numerical data at the beginning of the semester for each employee working in the TGMP.

PERFORMANCE MANAGEMENT POLICY

In accordance with the TGMP Training and Performance Management System, goals and criteria are determined for each employee who takes part with measurable numerical data at the beginning of the semester, and performance measurement is performed in accordance with the established TGMP Personnel Performance Management System.

Performance: As a requirement of any task, it can be defined as the degree to which behaviors in accordance with predetermined standards are shown and the expected goals are approached.



Performance Evaluation: This is the process by which the employee's performance is examined, evaluated, the result is recorded and reported to the employee.

Performance Management: It is a systematic management tool consisting of goal setting, feedback and rewarding stages to get more effective results by making all personnel aware of their potential.

Performance Method: Instead of evaluating routine employee activities, it is based on detecting extraordinary positive or negative behaviors made by the employee and evaluating only on the basis of these critical or interesting events.

Performance Management System at TGMP: Started operating on January 2, 2019. July-December evaluation is held between July 1-31 and year-end evaluation is held as of December 31.

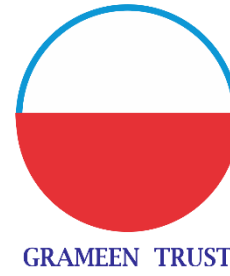
Semester Performance Evaluation: This is the process in which the approach of the staff in achieving the goals set at the beginning of the semester is evaluated. During the semester evaluation, it is provided that the manager sees the employee's performance for the first 6 months and therefore revises the goals and criteria that will achieve these goals, if necessary.

Objectives of Performance Evaluation in TGMP

- To clearly and accurately reveal the business items at each stage of TGMP.
- Ensuring that TGMP goals are converted into individual goals.
- To evaluate employees in a fair and equal time according to pre-determined measurement criteria.
- To create an effective communication process between ast and DEC.
- Identify the causes and solutions for poor performance and consolidate good performance.
- Creating ideas and opportunities for improvement.
- To increase the productivity and job satisfaction of employees.
- To determine the training needs of the employee and to investigate how they will be met.
- To motivate employees through feedback.

The Cycle of Performance Management in TGMP

- January of each year will be determined and evaluated in January of the following year.



- July 1-31 at the decimals evaluation, a continuous observation, evaluation, feedback and support process is carried out during the year,
- Implementation of awards and penalties based on performance in the year-end evaluation on December 31.
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Performance Measurement in TGMP

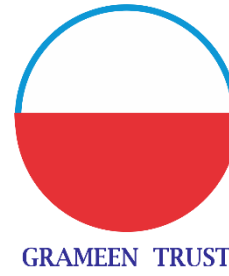
In the performance management system, a scoring system has been developed to measure the results of the end-of-year evaluation. The percentile ratios in the scoring system developed according to the results of the region-based situation analysis report are as follows;

- 10% of the number of active microentrepreneurs,
- 25% of the number of microentrepreneurs receiving loans,
- * 25% of the voluntary savings amount,
- 10% of the credit portfolio,
- * CCT-20% of the HR distribution amount,
- The calculation was made by taking 10% of the profit-loss total of the branch.

October May 2020, the “Antizan Personnel Performance Measurement and Evaluation Supplementary Agreement” has been prepared in the TGMP Personnel Performance Management system and shared with all employees. in 2020, it will be included in the performance evaluation system for the first time.

The Antizan program specifies the percentage of time that will be spent on all types of work and transactions that can be performed electronically. According to the performance agreement, 80 percent of the time spent on the computer should be related to the work and operations that need to be done, while the private usage rate should not exceed a maximum of 20 percent.

October June December1, 2020 – December 31, 2020, in addition to the objective measurement and evaluation conducted at the end of the year, the data of the Antizan program, which measures the productivity of employees at the computer, will affect the numerical result of the year-end performance evaluation by an average of 3%.



At the end of the year, each of our employees is evaluated according to the measurement result in the Performance Management System. The table below contains the Definitions of the TGMP Personnel Performance Measurement System Evaluation – Reward / Punishment and Percentage December Range.

Abbreviation of Measurement Definition	Explanation	Reward/Punishment	Percentage Rate
WAE	Well Above Expectations	1 Full Salary	%25 and above
AE	Above Expectations	Half Salary	% 10 - %24,99
FME	Fully Met Expectations	Congratulatory Letter	%0,01 - %9,99
PME	Partially Met Expectations	Warning	%0 - (-%9,99)
BE	Below Expectations	Job Termination Evaluation	-%10 and below

TGMP Personnel Performance Measurement System Evaluation Definitions

Manager: The person who is in the position of manager within the TGMP and manages at least 1 staff member.

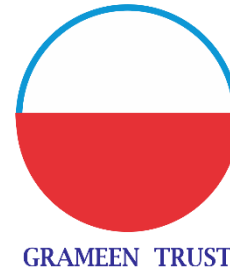
Example: The Branch Manager is the Field Manager's Manager. As for the Regional Manager, he is the Manager of the Branch Manager. The important thing here is that there is a subordinate relationship and a reporting incident between both parties.

Personnel: An employee who is in the position of subordinate within the TGMP and reports to a senior manager.

Example: The Branch Manager is a member of the Regional Manager's staff. The Field Officer is the Branch Manager's staff.

Rewarding employees performing under the criteria specified above, the performance targets or performance, identifying those employees, improving or last resort, has been identified in up to 5 categories for the purposes of termination of employment.

Well Above Expectations (WAE): This is the evaluation score that the staff will achieve by performing a very superior performance. It will be based on people who have achieved a result well above the goals set at the beginning of the semester. In the event that a goal is achieved that will positively affect the entire TGMP, this criterion is subjected to evaluation.



It is expected that the personnel receiving the evaluation will share this experience with other personnel and be a role model for them. The manager who makes this assessment also has to submit his reasons in writing. The proportion of personnel receiving this assessment in institutions with similar applications worldwide does not exceed 10%. A congratulatory letter is written to the personnel. ***The personnel will receive 1 full salary as a reward.***

Above Expectations (AE): This is an assessment that will be applied in cases where personnel perform very strongly, consistently, especially at very critical targets during the performance evaluation process. It is taken into account in the event of a performance above the agreed goals. This assessment should be considered in the event that, in addition to the existing goals, the staff takes the initiative and achieves a major goal in favor of the institution. The proportion of personnel receiving this assessment in institutions with similar applications worldwide is 15%. A congratulatory letter is written to the personnel. ***As a reward, the personnel will receive a half salary.***

Fully Met Expectations (FME): It is an assessment that the staff fully meets the agreed targets and the work they do will be considered quality and sustainable. It is an assessment that the staff is successful. ***A congratulatory letter is written to the staff.***

Partially Met Expectations (PME): This is an assessment that will be considered in cases where the staff has met some of the agreed goals but has not achieved some of its goals that may be important. Personnel are aware of many items in the job description, but they need to improve themselves.

In this evaluation, the Manager can activate at least a 2-month '**Personnel Performance Improvement Plan**' for the personnel if he wishes. During this period, the staff is given short-term goals. ***If these goals are not achieved again, the staff receives a warning.***

Below Expectations (BE): If the goals agreed between the Staff and the Manager are not achieved, the 'Below Expectations' assessment is used for the staff. It is a result that shows that the staff is lacking in many directions. ***It can never be considered performance below expectations and requires that the employment contract of the staff be terminated due to failure without the need for any alternative plan.***

**TURKISH FOUNDATION FOR WASTE REDUCTION
MICROCREDIT CENTER**

(Turkish Grameen Microfinance Program)

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