

MICRO-ENTERPRISE SUPPORT PROJECT

Progress Report for Year 5 Quarter 3

November 1, 2016 – January 31, 2017

Picture Caption: Conference on "SME Development in Azerbaijan" as part of Global Entrepreneurship Week. November 18, 2016

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MICRO-ENTERPRISE SUPPORT PROJECT (MESP)

DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the U.S. Agency for International Development or the United States Government.

ACRONYMS

USAID	United States Agency for International Development
MESP	Micro Enterprise Support Project
EDF	Entrepreneurship Development Foundation
GOAJ	Government of Azerbaijan
ERC	Economic Research Center
SEI	Support to Economic Initiatives
SMEDS	Small and Medium Enterprise Development Support
BF	Bridge to Future
WCA	World Carpet Association
MSE	Micro Small Enterprise

TABLE OF CONTENTS

1. Project Overview	6
2. Project Accomplishments in Year 5 Q3	8
3. Detailed activities	10
3.1. <i>Global Entrepreneurship Week Conference</i>	10
3.2. <i>Round Tables</i>	11
3.3. <i>Trainings for young women on entrepreneurship</i>	17
3.4. <i>“ECONOMIC FORUM” Internet TV Programs</i>	19
3.5. <i>“ECONOMIC FORUM” on Radio “IJTIMAI”</i>	21
3.6. <i>Publications</i>	22
3.7. <i>Publishing a guide (brochure) for small businesses</i>	27
<i>Annex 1. Agenda of Conference: SME DEVELOPMENT IN AZERBAIJAN</i>	29
<i>Annex 2. Agenda of Round Table: Milk processing sector, problems and perspectives</i>	32
<i>Annex 3. Agenda of Round Table: Women’s Entrepreneurship problems in Guba District</i>	33
<i>Annex 4. Agenda of Round Table: Ways to increase the export potential of entrepreneurial entities</i>	34
<i>Annex 5. Agenda of Round Table: Entrepreneurs of Ganja are engaged in entrepreneurial activities</i>	35
<i>Annex 6. CV of trainer: Azad Rahimov</i>	37
<i>Annex 7. CV of trainer: Elkhan Mammadov</i>	40
<i>Annex 8. Economic Research Center Report</i>	44
<i>Annex 9. Support for Economic Initiatives Public Union Report</i>	49
<i>Annex 10. Small and Medium Enterprise Development Support Center Report</i>	53
<i>Annex 11. Bridge to the future YPU Report</i>	54
<i>Annex 12. World Carpet Association Report</i>	55

1. PROJECT OVERVIEW

EDF is pleased to present the **Micro-Enterprise Support Project (MESP)** Year 5 Quarter 3 Report in accordance with **USAID Cooperative Agreement Number: AID-112-A-12-00001**. This Project activities report completed during Q3 – November 1, 2016 – January 31, 2017.

The MESP began operations in May 2012 and mostly builds on the work of institutional Development of EDF, preparing detailed working plans for first and second years, development and signing agreements with five project partners: Economic Research Center, Support for Economic Initiatives Public Union, Small and Medium Enterprise Development Support Center, Bridge to the Future Youth Public Union (Ganja city), and World of Carpet Association (Guba city).

The MESP objectives are:

- Improved dialogue and interaction between the state and civil society on the issues of the development of micro and small businesses in the country;
- Improved legislative and institutional framework for enabling environment for MSEs;
- Practical assistance to micro and small businesses, in particular for women family businesses to improve their viability and successful development.

Formally, the Project is divided into the seven interconnected and interdependent components:

- 1) Study of the problems of MSE and policy recommendations;
- 2) Legislative framework on business enabling environment;
- 3) Institutional framework on business enabling environment;
- 4) Mechanism of the protection of MSE from bureaucratic arbitrariness;
- 5) Increased competitiveness and efficiency of MSE;
- 6) Enhanced women's family business;
- 7) Access to financial sources for MSE.

In the reporting quarter, a number of activities have been performed in 1st, 2nd, 6th, 7th components. Completed work on these components is described in this report.

Outputs in the reporting quarter:

1. Conference was held on "SME Development in Azerbaijan" as part of Global Entrepreneurship Week;
2. Five Round Tables were held on:
 - 1) "Milk processing sector, problems and perspectives";
 - 2) "Women's Entrepreneurship problems in Guba District";
 - 3) "Ways to increase the export potential of entrepreneurial entities";
 - 4) "Entrepreneurs of Ganja are engaged in entrepreneurial activities";
 - 5) "Recent Changes in the Tax Code"
3. Two trainings for girls on entrepreneurship;
4. Eight "Economic Forum" Internet TV Programs were broadcasted on YouTube;
5. Eight "Economic Forum" Programs were broadcasted on Radio "Ijtimai".
6. Articles on various issues of economics and entrepreneurship were published in the media;
7. A guide "Dairy production. A guide (brochure) for small businesses" was published.

Outcome that expected in the next quarter:

1. One training for girls on entrepreneurship;
2. One training for women on creating and governance of women business-associations;
3. Halfday Business Forum for youth;
4. The study of the situation in the following small business spheres in Azerbaijan:
 - 1) production of glass containers;
 - 2) production of meat products;
 - 3) manufacture of leather goods;
 - 4) production of printed products;
 - 5) Dry cleaning of clothes.
5. Update of electronic versions of manuals for small businesses published in previous years;
6. Creation / expansion of four small women's businesses in the region;
7. Conducting 4 round tables on topical business issues;
8. Conducting 10 Internet TV discussions on topical business issues.

2. PROJECT ACCOMPLISHMENTS IN YEAR 5 Q3

The goal of MESP is to create a favorable business environment for the growth of small businesses in Azerbaijan.

In order to reach the goal of the project EDF and its partner organizations fulfill three major objectives:

1. Improved dialogue and interaction between the state and civil society on the issues of the development of micro and small businesses in the country;
2. Improved legislative and institutional framework for enabling environment for MSEs;
3. Practical assistance to micro and small businesses, in particular for women family businesses to improve their viability and successful development.

Accomplishments of the MESP during the 19th quarter:

Objective 1. Improved dialogue and interaction between the state and civil society on the issues of the development of micro and small businesses in the country.

In accordance with the First Objective of the MESP, during the 19th quarter, following activities were carried out:

1. During the reporting quarter, 3 Round Tables were held by EDF and its partner organizations on:
 - December 27, 2016. Round Table on the theme of "Entrepreneurs of Ganja are engaged in entrepreneurial activities"
 - December 23, 2016. Round Table on the theme of "Ways to increase the export potential of entrepreneurial entities"
 - November 22, 2016. Round Table on the theme of "Milk processing sector, problems and perspectives"
2. During the reporting period, the conference on "SME Development in Azerbaijan" was held as part of Global Entrepreneurship Week.
3. Within the framework of the project, a guide "Dairy production. A guide (brochure) for small businesses" has been published. The guide was prepared by project experts Rovshan Aghayev and Samir Aliyev. The guide is available on EDF web site.
4. During the reporting period, 59 articles was published in media on several problems of Azerbaijani economy and entrepreneurship.

5. Advocacy campaign was carried out for the dialogue between the state and private business in the Economic Forum" Internet TV Program "Challenges for civil society and proposals for their solutions". The program was also broadcasted on Radio "Ijtimai".
6. During the reporting period, EDF and partners took an active part in the process of preparing the Strategic Road Maps.

Objective 2. Improved legislative and institutional framework for enabling environment for MSEs.

In "Economic Forum" Internet TV Programs, advocacy campaign was carried out for improvement of the legislation for the enabling environment for MSEs on following issues:

1. 21.01.2017: What do the new changes in the tax code mean for entrepreneurs?
2. 13.01.2017: What changes were made to the tax code?
3. 05.01.2017: On cooperation. What opportunities does the law create?

Objective 3: Practical assistance to micro and small businesses, in particular for women family businesses to improve their viability and successful development.

1. Advocacy campaign was carried out on the problem of access to finance for SMEs in **Access to loans** "Economic Forum" Internet TV Program. The program was also broadcasted on Radio "Ijtimai".

3. DETAILED ACTIVITIES

3.1. Global Entrepreneurship Week Conference

Conference on "SME Development in Azerbaijan" as part of Global Entrepreneurship Week

On November 18, 2016, in Baku, the United States Agency for International Development (USAID) sponsored a conference on "SME Development in Azerbaijan" as part of Global Entrepreneurship Week at the Holiday Inn Hotel.



The event, which was organized by the U.S. Embassy in Azerbaijan and with support from USAID-supported Micro-Enterprise Support Project, gathered members of parliament, representatives from government agencies, public unions, international organizations, embassies, think tanks, and universities. The total number of participants in the round table was 58.

Speakers spoke about the SME development in Azerbaijan, its current state and goals and ways of development of the Public Private Dialogue.

U.S. Ambassador Robert Cekuta made a speech in the conference. The Ambassador said that "This week, we are celebrating entrepreneurship in more than 160 countries. From November 14-20, nearly 10 million people around the world will participate in a variety of events and competitions which will inspire, connect, and engage the next generation of entrepreneurs". According

to his speech, "In Azerbaijan, the United States has long supported entrepreneurship for women and men and continues to do so. We support the establishment of new and emerging businesses by building entrepreneurial skills and knowledge through projects funded by the United States Agency for International Development. These projects encourage women and youth to develop an interest in entrepreneurship that will in turn create Azerbaijan's future business leaders".

He also noted that "The general business climate in a country is as important for an entrepreneur as having the skills and desire to start a business. For this reason, the U.S. Government applauds the recent steps the Government of Azerbaijan has taken to facilitate the business growth. Policy and regulatory environment reforms improve the business environment, strengthen competition, and enable the growth of small and medium sized businesses. This helps strengthen the overall economy, potentially facilitating exports and improving job prospects for Azerbaijanis".

After the speeches, the conference continued with panels. First panel was dedicated to the theme: Small Enterprise Development in Azerbaijan: current state and goals. Chairman of the panel was: Vahid Ahmadov - Member of Parliament. Elchin Ibrahimov - Head of the Entrepreneurship Development Policy Department of the Ministry of Economy, Elvin Shirinov - Department Manager of ABAD public legal entity and Samir Aliyev - expert of the Support for Economic Initiatives Public Union made a speech in the conference.

Second panel was dedicated to the theme: Ways of Development of Public Private Dialogue. Chairman of the panel was: Rasim Musabayov - Member of Parliament Mr. Vugar Zeynalov - Vice president of the National Confederation of Entrepreneurs (Employers') Organizations of Azerbaijan Republic, Natavan Mammadova – Executive Director of AmCham Azerbaijan and Galib Bayramov - Director of the Economic Research Center made a speech.

Agenda can be found in Annex 1.

More information (List of Participants, Photo Gallery) on the round table can be found:

http://edf.az/ts_general/eng/ksid/events/events_2016/event-14.htm

3.2. Round Tables

Round Table on the theme of "Milk processing sector, problems and perspectives"

On November 22, 2016, the Round Table on the theme of “**Milk processing sector, problems and perspectives**” was held. Businessmen and farmers representing different regions of the country, who are engaged in the milk production and processing, attended the event. The total number of participants in the round table was 32.

Sabit Bagirov - President of the Entrepreneurship Development Foundation greeted the participants and gave brief information about the Micro Enterprise Support Project activities carried out during the implementation of the project. In his speech, he noted that, the potential of milk processing sector is big and aim of the conducted research is to define problems of the sector and to present recommendations to the government for their solution.

Faig Samadov - the representative of the National Confederation of Entrepreneurs (Employers) Organizations of Azerbaijan Republic, noted the importance of the development of the milk processing sector, spoke about the activities of the Confederation in this field.



Rovshan Agayev - the expert of the Support for Economic Initiatives Public Union presented the research report on “Evaluation of the economic potential of the milk processing sector”. Speaker noted that, taking into consideration the fact that dairy production is one of the leading factors for food safety. According to this speech, self-sufficiency of the country in this field is very important. However, the international statistical sources show that the volume of import of dairy products in Azerbaijan is 2.5 times higher than the official statistics revealed by the State Customs Committee. There are good opportunities for increasing the potential of the dairy processing sector in order to meet domestic demand.

Speaker noted some issues that hinder the development of the dairy processing sector, encountered during the research. He said that, dairy processing sector is import-dependent in terms of technical, technological and packaging. He said that the milk processing industry, products in terms of import-dependent condition. There is a steady rise in foreign exchange the national currency of the economic environment, equipment, spare parts, raw materials, increases in the prices, which will ultimately increase the cost of automatically processed, causing an increase in the price of refined products.

According to his speech, low productivity, lack of production to meet demand is among serious problems for dairy processing sector. At present, the production of milk is provided mainly by family farms which own 2-3 cattle.

At the end of the round table, Rovshan Agayev presented his proposal for the development of the milk processing sector. The study authors consider that expansion of the network of milk collection stations to reduce losses in milk collection and carriage, promotion of the establishment of large dairy farms, implementation milk analysis in accordance with EU standards, the introduction of guaranteed prices for producers, ensuring the transition of all operating enterprises to ISO standards should be the main priorities.

Then, discussions were held on the report. Farmers think that the main challenge is low profitability of milk processing due to the high cost of its production and low prices for milk. As a result of it, interest in milk production and processing is declining and milk processing enterprises also suffer from it. Milk producers proposed the introduction of guaranteed price by government for the purchase price of milk. They consider that, tax incentives and VAT exemption should also be applied for milk producers.

Agenda of the event can be found in Annex 2.

More information (List of Participants, Photo Gallery) on the round table can be found:

http://edf.az/ts_general/eng/ksid/events/events_2016/event-15.htm

Round Table on the on Women's Entrepreneurship problems in Guba District

December 17, 2016 in the city of Guba was held a roundtable on the problems of women's entrepreneurship in the Guba region. The round table was attended by 16 local women entrepreneurs who have individual businesses in such areas as carpet weaving, production of agricultural products, tailoring, baking sweets, and hairdressing. The round table was held by the World of Carpet Association. During the round table, participants exchanged information on the business situation in the spheres of their activities.

The main problems faced by the participants of this round table are: 1) the complexity of access to financial resources; 2) a decrease in the purchasing power of the population.

Participants of the round table expressed their desire to meet more often and exchange experience and information.



Agenda of the event can be found in Annex 3.

Round Table on the theme of "Ways to increase the export potential of entrepreneurial entities"

On December 23, 2016 Round Table on the theme of "Ways to increase the export potential of entrepreneurial entities" was held. Representatives of exporting companies from different regions of the country, as well as NGO members and experts attended the event. The total number of participants in the round table was 28.

Gubad Ibadoglu, an expert of the Center for Economic Research, made a presentation before the round table participants. In his presentation, he spoke about why it is important for businessmen to strive to export their products, how to assess their export potential, how to develop an export strategy, how to choose a suitable market for their products, how to enter the foreign market, how to determine a reasonable price for their goods and etc.

At the end of the report, Gubad Ibadoglu answered numerous questions from the round table participants.

The participants of the round table were offered to use free assistance from EDF in the development of the export strategy. Also, the participants of the round table were informed that they can use a special manual for them, which is available on the EDF website



Agenda of the event can be found in Annex 4.

More information (List of Participants, Photo Gallery) on the round table can be found:

http://edf.az/ts_general/eng/ksid/events/events_2016/event-16.htm

Round Table on the theme of "Entrepreneurs of Ganja are engaged in entrepreneurial activities"

Ganja, December 27, 2016. "Bridge to the future" Youth Public Union (BF PU - Ganja), National Confederation of Entrepreneurs (Employers) Organizations of Azerbaijan Republic (AEC), Entrepreneurship Development Foundation (EDF) held the Round Table on the theme of "Entrepreneurs of Ganja are engaged in entrepreneurial activities". The round table was attended by representatives of local executive authorities, representatives of the Ministry of Economics, local businessmen, members of business associations, as well as media representatives. The total number of participants in the round table was 50.

Ilkin Garayev (president, Center for Support to Development of SME) and Galib Togrul (president, Economic Research Center) made presentations at the round table.

Ilkin Garayev briefed the participants on the Strategic Roadmap (SRM) on the development of SMEs, about the goals, priorities and indicators of SRM, about a plan of activities until 2020. He also talked about how SRM will be implemented and specifically noted the expected involvement of business associations in the implementation of SRM.

The report of Galib Togrul was devoted to the issues of dialogue between the government and the private sector. Galib Togrul spoke about the aims and forms of this dialogue, the differences between lobbying and advocacy, the experience of other countries in the field of public-private dialogue and partnership, the situation with the PPD in Azerbaijan and other aspects of the PPD.

After the speeches the speakers answered numerous questions from the participants.

During the discussions, issues of development of women's business associations in Ganja were also discussed.



Agenda of the event can be found in Annex 5.

More information (List of Participants, Photo Gallery) on the round table can be found:

http://edf.az/ts_general/eng/ksid/events/events_2016/event-17.htm

Round Table on the theme of "Recent Changes in the Tax Code"

On January 18, 2017 Round Table on the theme of "Recent Changes in the Tax Code" was held. The purpose of the round table was to hold an expert

discussion of the latest changes to the Tax Code and the expected impact of these changes on the business climate. Participants of the round table were: Vugar Zeynalov (vice-president of the Confederation of Employers), Altai Jafarov (Auditor), Subhan Mammadov (expert of SM Consulting), Galib Bayramov (head of Economic Research Center), Famil İsmailov (expert of SM Accounting), Chingiz Kazimov (expert of the Confederation of Employers), Sabit Bagirov (EDF).

Galib Togrul presented the main changes to the Tax Code to the participants. During the presentation, each change to the Tax Code was discussed by the participants. In the opinion of the participants, most changes to the Tax Code can be assessed as progressive, contributing to the improvement of the Code. However, a number of changes to the Tax Code have caused concern among the participants. For example, participants expect serious problems with the business due to restrictions on cash settlements. Limiting cash payments is in principle the right decision, but introducing it without some period of adaptation can create significant difficulties for many businesses.



Thus, the round table in fact was a brain storm of changes in the tax code by experts.

3.3. Trainings for young women on entrepreneurship

3.3.1. 5-day Training on the basics of entrepreneurship for young women in Ganja

December 16-21, 2016. The training was organized by the partner of MESP - Bridge to Future youth organization from Ganja. The purpose of the training is to teach participants the basics of entrepreneurship and, also, to help them develop their business ideas. In total, 25 girls took part in the training. Trainers

were Azad Rahimov and Elkhan Mammadov. CVs of both coaches are attached in Annex 6, 7.



The training program (Annex 8) included the following issues:

- Basic concepts of entrepreneurship and, in particular, small business;
- Legal forms of entrepreneurship. Legal responsibility;
- Steps to create your business;
- Registration of small business;
- What is a business idea? Where does the business idea come from?
- Business plan. Its structure and elements;
- Marketing;
- Monthly sales plan;
- Human resources;
- Financial plan;
- Taxes paid by small businesses. Tax return. Statistical reports;
- Discussion of participants' business ideas.

At the end of the training, participants were given certificates.

3.3.2. 2-day Training on the basics of entrepreneurship for young women in Baku

January 14-15, 2016. The training was organized by the Youth Business Factory organization (Baku). The purpose of the training is to teach participants the basics of entrepreneurship and, also, to help them develop their business ideas. In total, 18 girls took part in the training. Trainers were Azad Rahimov and Elkhan Mammadov (These are the same trainers who conducted trainings in Ganja).



The training program (Annex 8) included the following issues:

- Basic concepts of entrepreneurship and, in particular, small business;
- Legal forms of entrepreneurship. Legal responsibility;
- Steps to create your business;
- Registration of small business;
- What is a business idea? Where does the business idea come from?
- Business plan. Its structure and elements;
- Marketing;
- Monthly sales plan;
- Human resources;
- Financial plan;
- Taxes paid by small businesses. Tax return. Statistical reports;
- Discussion of participants' business ideas.

At the end of the training, participants were given certificates.

3.4. “ECONOMIC FORUM” Internet TV Programs

During the reporting period, 8 “Economic Forum” Internet TV Programs were broadcasted on YouTube. Moderator: Sabit Bagirov (President of the Entrepreneurship Development Foundation).

3.4.1. 23.01.2017: What do the new changes to the Tax Code for companies mean?

Participants: Altay Jafarov (Auditor, Member of the Board of Auditors Chamber) and Galib Togrul (president of Economic Research Center).

<https://www.youtube.com/watch?v=2MLczUKlojg&feature=youtu.be>

3.4.2. 21.01.2017: What do the new changes in the tax code mean for entrepreneurs?

Participants: Altay Jafarov (Auditor, Member of the Board of Auditors Chamber) and Galib Togrul (Head of the Economic Research Center).

https://www.youtube.com/watch?v=DGBiEi0Y_c8

3.4.3. 13.01.2017: What changes were made to the tax code?

Participant: Galib Togrul (Head of the Economic Research Center).

https://www.youtube.com/watch?v=Sd_Ip46i1Pg

3.4.4. 05.01.2017: On cooperation. What opportunities does the law create?

Participants: Vahid Maharramov (Expert on agricultural issues) and Rovshan Agayev (Deputy Head of the Support for Economic Initiatives Public Union).

<https://www.youtube.com/watch?v=0wnQbiWm7Gg>

3.4.5. 18.12.2016: Challenges for civil society and proposals for their solutions

Participants: Vugar Zeynalov (Vice president of the National Confederation of Entrepreneurs (Employers') Organizations of the Republic of Azerbaijan) and Ilkin Garayev (Head of the Small and Medium Enterprise Development Support Center).

<https://www.youtube.com/watch?v=aUIjiP1nvyQ&t=1s>

3.4.6. 11.12.2016: Construction permit

Participants: Vugar Zeynalov (Vice president of the National Confederation of Entrepreneurs (Employers') Organizations of the Republic of Azerbaijan) and Ilkin Garayev (Head of the Small and Medium Enterprise Development Support Center).

<https://www.youtube.com/watch?v=FchyreN0GNA&t=707s>

3.4.7. 16.11.2016: Access to loans

Participants: Agil Abdullayev (Legal expert of the International Finance Corporation) and Samir Aliyev (Support for Economic Initiatives Public Union, economic expert).

<https://www.youtube.com/watch?v=968JHjaKHow>

3.4.8. 04.11.2016: Registration of rights to land ownership

Participants: Vahid Maharramov (Expert on agricultural issues) and Samir Aliyev (economic expert).

<https://www.youtube.com/watch?v=BIUWC0zC7sU>

3.5. “ECONOMIC FORUM” on Radio “IJTIMAI”:

During the reporting period, 8 “Economic Forum” Programs were broadcasted on Radio “Ijtimai”. Programs are also available on MESP web site:

www.sahibkarol.biz

3.5.1. 17.01.2017: What changes were made to the tax code?

Participant: Galib Togrul (Head of the Economic Research Center).

3.5.2. 27.12.2016: Challenges for civil society and proposals for their solutions

Participants: Vugar Zeynalov (Vice president of the National Confederation of Entrepreneurs (Employers’) Organizations of the Republic of Azerbaijan) and Ilkin Garayev (Head of the Small and Medium Enterprise Development Support Center).

3.5.3. 20.12.2016: Construction permit

Participants: Vugar Zeynalov (Vice president of the National Confederation of Entrepreneurs (Employers’) Organizations of the Republic of Azerbaijan) and Ilkin Garayev (Head of the Small and Medium Enterprise Development Support Center).

3.5.4. 29.11.2016: Access to loans

Participants: Agil Abdullayev (Legal expert of the International Finance Corporation) and Samir Aliyev (Support for Economic Initiatives Public Union, economic expert).

3.5.5. 22.11.2016: Registration of rights to land ownership

Participants: Vahid Maharramov (Expert on agricultural issues) and Samir Aliyev (economic expert).

3.5.6. 15.11.2016: Access to finance for SMEs. The importance of the creation of the Credit Guarantee Fund

Participants: Azer Mehtiyev (Head of the Support for Economic Initiatives Public Union) and Rovshan Agayev (economic expert).

3.5.7. 08.11.2016: State and civil society. The dialogue between the state and private business

Participants: Alimammad Nuriyev (Head of «Constitution» Research Foundation) and Galib Togrul (Head of the Economic Research Center).

3.5.8. 01.11.2016: Problems of the small business and the measures taken by the government

Participant: Ilkin Garayev (Head of the Small and Medium Enterprise Development Support Center).

3.6. Publications

In the reporting period, 59 articles on entrepreneurship and economic issues were published in media by representatives of partner organisations on MESP.

3.6.1. Theme: Competitive economy

- 1) **Source:** www.telegraf.com. **Title:** New import duties - expert commentary. **Date:** 02.11.16. **Link:** <http://telegraf.com/news/114747>
- 2) **Source:** www.son.az. **Title:** Next year will not be easy.. - expert commentary. **Date:** 09.11.16. **Link:** <http://son.az/en/news/105378/gelen-il-asan-olmayacaq-amma-azerbaycanin>
- 3) **Source:** www.metbuat.az. **Title:** Next year will not be easy.. - expert commentary. **Date:** 10.11.16. **Link:** <http://metbuat.az/news/561198/gelen-il-asan-olmayacaq-amma-azerbaycanin.html>
- 4) **Source:** www.arxiv.az. **Title:** Next year will not be easy.. - expert commentary. **Date:** 09.11.16. **Link:** <http://arxiv.az/az/news.milli.az/75490383/Gelen+il+asan+olmayacaq+amma+Azerbaijanin>.
- 5) **Source:** www.sherq.az. **Title:** ABAD service centers - expert commentary. **Date:** 09.11.16. **Link:** http://www.sherg.az/site/id-21535/ABAD_ail%C9%99l%C9%99r%C9%99_abadl%C4%B1q_g%C9%99tir%C9%99_bil%C9%99r#.WCP7vi2LTIU
- 6) **Source:** www.arqument.az. **Title:** The situation of the population will worsen - expert commentary. **Date:** 03.11.16. **Link:** <http://arqument.az/az/ehalinin-durumu-daha-da-arlasacaq-ekspertden-aqlama/#.WDVz0dWLTIU>
- 7) **Source:** www.azeri.press. **Title:** Banks - expert commentary. **Date:** 23.11.16. **Link:** <http://azeri.press/iqtisadayyat/304393-banklar-duzgun-isleseydi-buna-ehtiyac-olmazd--ekspertfont.html>
- 8) **Source:** www.ann.az. **Title:** Banks - expert commentary. **Date:** 23.11.16. **Link:** <http://ann.az/az/banklar-duzgun-isleseydi-buna-ehtiyac-olmazdi-ekspert/#.WDavP9WLTIU>
- 9) **Source:** www.sherg.az. **Title:** Debt counseling centers will be established - expert commentary. **Date:** 23.11.16. **Link:** <http://www.sherg.az/site/id->

[22294/Borc m%C9%99sl%C9%99h%C9%99t m%C9%99rk%C9%99zl%C9%99ri yarad%C4%B1%C4%B1r#.WDavdtWLTIU](#)

- 10) **Source:** www.news.atv.az. **Title:** Pay attention to this, in order to save the family budget! - expert commentary. **Date:** 24.11.16. **Link:** <http://news.atv.az/az/economy/83990-aile-budcemize-qenaet-etmek-ucun-bunlara>
- 11) **Source:** www.m.azeri.press. **Title:** Pay attention to this, in order to save the family budget! - expert commentary. **Date:** 24.11.16. **Link:** <http://m.azeri.press/iqtisadayyat/304739-aile-budcemize-qenaet-etmek-ucun-bunlara--diqqet--supermarketde-asag-reflere-baxn.html>
- 12) **Source:** www.sherg.az. **Title:** People return from Russia and it will increase the unemployment! - expert commentary. **Date:** 24.11.16. **Link:** <http://www.sherg.az/site/id-22325/Rusiyadan qay%C4%B1danlar i%C5%9Fsizliyi art%C4%B1racaq-%3Cfont color=red%3E B%C3%96HRAN %3C/font%3E#.WDbpX9WLTV>
- 13) **Source:** www.azadliq.org. **Title:** Oil prices – müsahibə. **Date:** 24.11.16. **Link:** <http://www.azadliq.org/a/neft-giymet/28137442.html>
- 14) **Source:** www.sputnik.az. **Title:** Businessmen would avoid responsibility... – expert commentary. **Date:** 24.11.16. **Link:** <http://sputnik.az/economy/20161124/407846591/sahibkar-yoxlama-mesuliyyet-qanun.html>
- 15) **Source:** www.strateq.az. **Title:** Rapid impoverishment of population – expert commentary. **Date:** 06.12.16. **Link:** <http://strateq.az/sosial/120248/qalib-Togrul .html>
- 16) **Source:** www.qaynarinfo.az. **Title:** Foreign debts pose hazard – expert commentary. **Date:** 05.12.16. **Link:** <http://az.qaynarinfo.az/xeber-xarici-borclanma-hans-thluklri-yaradr-t100344.html>
- 17) **Source:** www.gunxeber.com. **Title:** Rapid impoverishment of population – expert commentary. **Date:** 06.12.16. **Link:** <http://gunxeber.com/qalib-Togrul %C9%99hali-sur%C9%99tl%C9%99-yoxsullasir/>
- 18) **Source:** www.cebhe.info. **Title:** Fovernment increases taxes – expert commentary. **Date:** 04.12.16. **Link:** <http://cebhe.info/oxu/41108/>
- 19) **Source:** www.sputnik.az. **Title:** More than 120 million manats were allocated to entrepreneurs – expert commentary. **Date:** 28.11.16. **Link:** <http://sputnik.az/economy/20161128/407887446/sahibkar-kredit-biznes-muhit.html>

- 20) **Source:** www.sputnik.az. **Title:** Small and medium enterprises make up an insignificant part of the our economy – expert commentary. **Date:** 28.11.16. **Link:** <http://sputnik.az/radio/20161128/407882695/qalib-toqrul-kicik-orta-sahibkarliqin-payi-ehemiyyetsiz.html>
- 21) **Source:** www.azadliq.org. **Title:** The number of low-income families increased... – expert commentary. **Date:** 05.12.16. **Link:** <http://www.azadliq.org/a/azteminatli-kasib-yoxsul/28157292.html>
- 22) **Source:** www.azadliq.org. **Title:** Azerbaijan occupies the last place in the region for the minimum wage. – expert commentary. **Date:** 22.01.17. **Link:** <https://www.azadliq.org/a/28248709.html>
- 23) **Source:** www.moderator.az. **Title:** Azerbaijan occupies the last place in the region for the minimum wage. – expert commentary. **Date:** 22.01.17. **Link:** <http://www.moderator.az/news/166052.html>
- 24) **Source:** www.xeber365.az. **Title:** Prices will rise – expert commentary. **Date:** 23.01.17. **Link:** http://xeber365.com/article/155/43894/Qiym%C9%99tl%C9%99r_art%C4%B1r_artacaq_amma_bu_s%C9%99r%C9%99ncama_g%C3%B6r%C9%99_yox
- 25) **Source:** azeri.press. **Title:** Is a work experience needed for retirement? – expert commentary. **Date:** 24.01.17. **Link:** <http://azeri.press/iqtisadayyat/327243-pensiya-ucun-staj-muddeti-vacibdirmi--ekspertler-acqlayr.html>
- 26) **Source:** bizimyor.info. **Title:** Minimum wage should be increased to 200 manats – expert commentary. **Date:** 23.01.17. **Link:** <http://www.bizimyor.info/news/90937.html>
- 27) **Source:** saglamolun.az. **Title:** Should the work experience requirement be abolished for retirement? – expert commentary. **Date:** 23.01.17. **Link:** <http://saglamolun.az/index.php/xeberler/13389-2017-01-24-15-39-14.html>
- 28) **Source:** palitraneews.az. **Title:** Transparency will be ensured– expert commentary. **Date:** 23.01.17. **Link:** <http://palitraneews.az/news.php?id=64454>
- 29) **Source:** hafta.az. **Title:** Transparency will be ensured – expert commentary. **Date:** 24.01.17. **Link:** <http://hafta.az/index2.php?m=yazi&id=193884>
- 30) **Source:** sherq.az. **Title:** Agricultural insurance is very important – expert commentary. **Date:** 26.01.17. **Link:** http://www.sherq.az/site/id-25510/K%C9%99nd_t%C9%99s%C9%99rr%C3%BCfat%C4%B1n%C4%B1n_s%C4%B1%C4%9Fortalanmas%C4%B1_%C3%A7ox_%C9%99h%C9%99miyy%C9%99tlidir#.WIsHT1WLTIV

3.6.2. Public-private sector partnerships

- 1) **Source:** www.faktxeber.com. **Title:** Electricity and gas for schools and hospitals - expert commentary. **Date:** 08.11.16. **Link:** <http://www.faktxeber.com/mktb-v-xstxanalarn-iq-su-qaznn-ksilmmsi-n-n-etmli-h487291.html>
- 2) **Source:** www.milli.az. **Title:** Electricity and gas for schools and hospitals - expert commentary. **Date:** 08.11.16. **Link:** <http://news.milli.az/country/487504.html>
- 3) **Source:** www.sherg.az. **Title:** Utility service prices will go up sooner or later - expert commentary. **Date:** 23.11.16. **Link:** <http://www.sherg.az/site/id-22238/#.WDVwtdWLTIU>
- 4) **Source:** www.qaynarinfo.az. **Title:** The joint-stock companies will raise prices - expert commentary. **Date:** 22.11.16. **Link:** <http://az.qaynarinfo.az/xeber-quotdotasiyalar-hesabna-yaayan-shmdar-cmiyytlr-qiymtlri-qaldracaquot-t99276.html>
- 5) **Source:** www.xeberman.com. **Title:** The joint-stock companies will raise prices - expert commentary. **Date:** 22.11.16. **Link:** <http://xeberman.com/news/10193-dotasiyalar-hesabina-yashayan-sehmdar-cemiyyetler-qiymetleri-qaldiracaq-aciqlama.html>
- 6) **Source:** www.miq.az. **Title:** The government's decision to test- expert commentary. **Date:** 22.11.16. **Link:** <http://miq.az/az/hkumetden-isti-sinaq-gerari-kommunal-xercler-artacaq/>
- 7) **Source:** www.azadliq.org. **Title:** The government's decision to test - expert commentary. **Date:** 17.11.16. **Link:** <http://www.azadliq.org/a/istixana-parnik-qaz/28124384.html>
- 8) **Source:** www.azadliq.org. **Title:** The key to the biggest problem of public utilities is in the private sector - an article. **Date:** 01.12.16. **Link:** <http://fins.az/sosium/911212/kommunal-xidmetde-en-boyuk-probleminin-achari-ozel-sektordadir.html>
- 9) S. Mehdiyeva. "ann.az" web site, 07 November 2016. Azerbaijani honey in the world market.
 - a. <http://ann.az/az/azerbaycan-bali-dunya-bazarinda-tezlikle/#.WCBwRvp97Dd>
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- 11) S. Mehdiyeva. "ann.az" web site, 29 November 2016. Problems of business ladies in Azerbaijan. <http://ann.az/ru/problemny-biznes-ledi-v-azerbaydzhan/#.WD2yJuZ97Dc>
- 12) S. Mehdiyeva. "Bizim yol" newspaper, 05 December 2016. "The government should put the responsibility on the shoulders of women". <http://www.bizimyol.info/news/88664.html>
- 13) S. Mehdiyeva. Press Day web site, 14 December 2016. "Male dominance in Azerbaijani entrepreneurship" <http://pressday.az/news.php?id=3781>
- 14) S. Mehdiyeva. "Bizim yol" newspaper, 20 December 2016. The dairy industry: Import prevails over export. <http://www.bizimyol.info/news/89474.html>
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- 18) Rovshan Agayev. 26 October 2016. Fins.az web site. Dairy processing: current state and challenges. <http://fins.az/sebet/908954/azerbaycanda-sud-emali-durum-ve-problemler-maqala.html>
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 - a. <http://fins.az/bank/909080/kredit-zemaneti-mexanizmleri-azerbaycan-uchun-yaxsi-tecrubeler.html>
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- a. <http://www.myvideo.az/?act=dvr&chan=lider>
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- 27) Samir Aliyev. 12 December 2016. Fins.az web site. 3 ways of saving manat. <http://fins.az/bank/911962/manati-xilas-etmeyin-3-yolu-ekspertdan-taklif.html>
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3.7. Publishing a guide (brochure) for small businesses

Within the framework of the project, a guide "**Dairy production. A guide (brochure) for small businesses**" was published. The brochure was prepared by project experts Rovshan Aghayev and Samir Aliyev. The guide is available on EDF web site.

The content of the guide are as follows:

- Legal procedures regulating the activities of small entrepreneurship
- Application of state standards on the production of milk processing products
- Dairy products which belongs to the category of halal food
- Dairy products: Consumer Information
- Certification of dairy products
- How to get a certificate?
- How to get a certificate of hygiene?
- How to get a quality certificate?
- How to get a certificate of origin?

- How to get a certificate of compliance?
- Packaging and labeling of dairy products
- Sale of dairy products
- Responsibility for the violation of legislation on food products
- List of goods subject to veterinary, phytosanitary and sanitary inspection
- Leasing procedures of milk processing equipment



The Guide (brochure) is available on:

http://edf.az/ts_general/azl/ksid/downloads/sud_mahsullari.pdf



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KOMIYM

GLOBAL ENTREPRENEURSHIP WEEK

Azerbaijan

November 18, 2016

SME DEVELOPMENT IN AZERBAIJAN

Conference

Holiday Inn Hotel

AGENDA

(Working languages: Azerbaijani, English)

09.00 – 09.30	Registration, Coffee-break
09.30 – 10.15	Opening. <i>Sabit Bagirov, President of the Entrepreneurship Development Foundation</i> Welcoming and notes on the development of small businesses: <ul style="list-style-type: none">- <i>Vahid Ahmadoov, Member of Parliament</i>- <i>Robert F. Cekuta, the U.S. ambassador to Azerbaijan</i>
10.15 – 11.30	Panel 1: Small Enterprise Development in Azerbaijan: current state and goals Chairman: <i>Vahid Ahmadoov, Member of Parliament</i> Speakers: <ul style="list-style-type: none">- <i>Elchin Ibrahimov, Head of the Entrepreneurship Development Policy Department of the Ministry of Economy</i>- <i>Elvin Shirinov, Department Manager of ABAD public legal entity</i>- <i>Samir Aliyev, Support for Economic Initiatives Public Union</i> Questions&Answers
11.30 – 12.00	Coffee-break

12.00 – 13.00	<p>Panel 2: Ways of Development of the Public Private Dialogue</p> <p>Chairman: <i>Rasim Musabayov, Member of Parliament</i></p> <p>Speakers:</p> <ul style="list-style-type: none"> - <i>Vugar Zeynalov, Vice president of the National Confederation of Entrepreneurs (Employers') Organizations of Azerbaijan Republic</i> - <i>Natavan Mammadova, Executive Director of AmCham Azerbaijan</i> - <i>Galib Bayramov, Director of the Economic Research Center</i> <p>Questions&Answers</p>
13.00 – 14.00	Lunch



Support for Economic Initiatives Public Union (SEI)
Entrepreneurship Development Foundation (EDF)

Micro Enterprise Support Project

ROUND TABLE

“Milk processing sector, problems and perspectives”

*Conference Room of the National Confederation of Entrepreneurs (Employers)
Organizations of Azerbaijan Republic (AEC)*

November 22, 2016

Agenda

10:45 – 11:00	Registration
11:00 – 11:10	Opening, Sabit Bagirov, president of EDF
	Welcoming:
	- Faig Samadov – the representative of the National Confederation of Entrepreneurs (Employers) Organizations of Azerbaijan Republic
11:10 – 11:40	“Evaluation of the economic potential of the milk processing sector” Rovshan Agayev, SEI expert
11:40 – 12:00	Questions & Answers
12:00 – 12:30	Discussions
12:30 – 12:40	Final Notes, Sabit Bagirov
12:40 – 13:20	Coffee break



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Xalça Dünyası Assosiasiyası (Quba)
Sahibkarlığın və Bazar İqtisadiyyatının İnkişafına Yardım Fondu (SBIİYF)

“Azərbaycanda Kiçik Sahibkarlığın İnkişafına Dəstək” layihəsi

Quba rayonunda qadın sahibkarlığın vəziyyəti və problemlər
mövzusunda
DƏYİRMİ MASA

17 dekabr, 2016

G ü n d ə l i k

10:45 – 11:00	Qeydiyyat
11:00 – 11:30	Açılış və mövzu üzrə müzakirəyə dəvət, Fatimə Ağamirzəyeva, XDA sədri
11:30 – 12:30	Sual-cavab və Müzakirələr
12:30 – 12:40	Yekun, F.Ağamirzəyeva, XDA
12:40 – 13:10	Çay, qəhvə dəsti və müzakirələrin davamı



İqtisadi Tədqiqatlar Mərkəzi (İTM)
Sahibkarlığa və Bazar İqtisadiyyatının İnkişafına Yardım Fondu (SBIİYF)

“Azərbaycanda Kiçik Sahibkarlığın İnkişafına Dəstək” layihəsi

“Sahibkarlıq subyektlərinin ixrac potensialının artırılması yolları ”
mövzusunda

DƏYİRMİ MASA

06 may 2015-ci il

Azərbaycan Respublikası Sahibkarlar (İşəgötürənlər) Təşkilatları Milli

Konfederasiyasının konfrans zalı

G ü n d ə l i k

10:30 – 11:00	Qeydiyyat
11:00 – 11:15	Açılış – Sabit Bağirov, Sahibkarlığa və Bazar İqtisadiyyatının İnkişafına Yardım Fondunun sədri
	Salamlama: Vüqar Zeynalov, Azərbaycan Respublikası Sahibkarlar (İşəgötürənlər) Təşkilatları Milli Konfederasiyasının vitse-prezidenti
11:15 – 11:45	Sahibkarlıq subyektlərinin ixrac potensialının artırılması yolları. Qubad İbadoğlu, ekspert
11:45 – 12:45	Sual-cavab, müzakirələr
12:45 – 13:00	Yekun qeydlər
13:00	Çay, qəhvə



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Annex 5.

"Bridge to the future" Youth Public Union (BF PU - Ganja)
National Confederation of Entrepreneurs (Employers) Organizations
of Azerbaijan Republic (AEC)
Entrepreneurship Development Foundation (EDF)

Micro Enterprise Support Project

**“Entrepreneurs of Ganja are
engaged in entrepreneurial
activities”**

ROUND TABLE

December 27, 2016

AGENDA

14:30 – 15:00	Registration.
15:00 – 15:15	Opening, Sabit Bagirov, President of EDF Welcoming: Mr. Vugar Zeynalov, Vice-president of the National Confederation of Entrepreneurs (Employers) Organizations of Azerbaijan Republic
15:15 – 15:45	“Development Perspectives of small enterprises in Azerbaijan. Where does the Strategic Road Map pass through? Ilkin Garayev, Head of the Small and Medium Enterprise Development Support Center
15:45 – 16:30	Discussions. Speeches of entrepreneurs from Ganja
16:30 – 17:00	Coffee break
17:00 – 17:30	“Importance of Public Private Dialogue and its ways to develop” Galib Bayramov, Head of the Entrepreneurship Development Foundation
17:30 – 18:15	Discussions. Speeches of entrepreneurs from Ganja
18:15 – 18:30	Final Notes. V. Zeynalov, S. Bagirov
18:30 – 19:15	Dinner

CURRICULUM VITAE

<u>First name:</u>	Azad
<u>Last Name:</u>	Rahimov
Education:	Higher, Azerbaijan Technological University, engineer-technologist, diploma
Present Work:	<p>Viator HRDP Manager, providing of TOT, fundraising, monitoring and evaluation issues. Preparation of the survey framework and questionnaires; the survey methodology, conducting surveys, administrative issues.</p> <p>National Integrated Youth Employment Strategies (I-YES) Facilitator, ILO's Master Trainer SIYB: Certified 11.2010, #AZE/01/196, E-Tutor D4, C2</p> <p>In that capacity, he is a license holder for promoting and sustaining the SIYB programme on behalf of the ILO, in Azerbaijan and abroad. These include (I) broad promotion of the programme to private and public training institutions, (II) organization and training of SIYB trainers, (III) ensuring effective training programmes for starting, emerging and existing entrepreneurs carried out by ILO certified SIYB training providers and (IV) to ensure regular impact assessments of the SIYB programme (including compilation of cases of entrepreneurship development).</p> <p>In the capacity of SIYB Master Trainer, is equally expected to initiate action for securing full sustainability of the SIYB programme in Azerbaijan. This means that he will explore all possibilities for partnerships in order to secure the needed technical capabilities (to train potential and existing entrepreneurs), institutional capabilities (to diffuse the programme, to link it with other Business Development and Financial Services and to provide policy advice) and to secure the programme's financial sustainability. Financial sustainability will be achieved by balancing cost sharing in the programme by ultimate beneficiaries of the programme (the entrepreneurs), national social and economic development funds (the government) and external funding (non-state actors).</p> <p>ILO SIYB TOT trainings for youth. Distance learning teaching responsibilities. Preparation of training materials for the teaching and adaptation of materials to the local needs.</p>
Work Experience:	<p>August 2008 – June 2012, NHE, Program Manager, Responsible for the running of the Program (Community Development, Training Centre activity), administrative issues., fundraising, monitoring and evaluation of trainings, preparation of materials. Preparation of the survey framework and questionnaires; the survey methodology and the survey samples.</p> <p>August 2004 - August 2008, Viator MC Azerbaijan, NHE, trainer, Providing Business trainings for Youth and women, Viator and NHE workers and clients</p> <p>October, 2003 - March, 2004, G B G, M T on Credit Unions and Credit Officer. Providing business trainings, established groups and give them credit.</p>

August 2001 – June 2003, **Ganja Business Group, Individual Consultant**,
Providing business trainings

**Participation in
seminars/conferences**

2013, 11 to 15 November, "Workshop on entrepreneurship training methodologies" (code A906219), Turin (Italy), Certificate

2010, October 25-30, TOMT Workshop, Phase 3 on SYB programme, organized by the International Labour Organization, Moscow, Certificate and License

2010, July - November 2010, Workshop, Design and develop conventional learning media, 60 h. competent in Competence Unit: C2 Facilitate distance learning, ITC ILO, Turin, E-Tutor D4, C2

2010, June, Workshop, Design, deliver and evaluate training programmes, 60 h. competent in Competence Unit: D4 Facilitate distance learning, ITC, Turin

2010, March 15-20, TOMT Workshop, Phase 2 on SYB programme, organized by the International Labour Organization, Certificate

2009, September, Design, deliver and evaluate training programmes, 60 h. competent in Competence Unit: D4 Facilitate distance learning, ITC, Turin,

2009, June 15-20, TOMT Workshop, Phase 1 on SYB programme, organized by the International Labour Organization, Certificate

2008, Juli, Workshop on "sub-regional resource platform and promotion of distance learning in the field of entrepreneurial training in CIS countries", ILO, Turin, Certificate

2008, March, 3-week training courses on "SIYB (starting and improve your business) ", organized by the I L O , ILO trainer Certificate

2007, May, 3-week training courses on USAID funded "SME support through financial sector development" project implemented by ACDI/VOCA and Azerbaijan Bank Training Centre: CIPA-Certified International Professional Accountant program, Financial Management, Certificate

2007, April, 2-week training courses on USAID funded "SME support through financial sector development" project implemented by ACDI/VOCA and Azerbaijan Bank Training Centre: CIPA-Certified International Professional Accountant program, Financial Accountant, Certificate

2006, June, 2-week training courses on First South Caucasian Summer School for Adult Educators organized by the Institute for International Cooperation of the German Adult Education Association, OSI East East Program, Certificate

2004, April 1, 1-week training courses on Establishment of Credit Unions organized by the World Bank; Certificate

2003, August, 2-week training courses on Consultants organized by the Agency of Support to the development of Private Sector in Agriculture; Certificate

2003, May, 1- week training courses on Establishment of Credit Union organized by the World Bank; Certificate

2002, June, 1- week, training courses on Appropriation of small ownership to taxes law of Azerbaijani organized by the «Crown Co LTD»; Certificate

Languages:

Azerbaijani – Fluent, Russian – Fluent, English – good.

Home address:

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azad-r @ mail.ru

References:

Available upon request:

Walter Verhoeve, SIYB senior Master Trainer ILO,

e-mail: walter.verhoeve@gmail.com

Aynur Aliyeva, Viator MC Azerbaijan LLC, deputy director,

e-mail: aynur.aliyeva@viator-az.org

Curriculum Vitae

1. **Family Name:** Mammadov
2. **First Name:** Elkhan
3. **Telephone:** +99450 3293122
4. **E-mail address:** mamedovelk@gmail.com
5. **Date of Birth:** 12/01/1958
6. **Nationality:** Azerbaijan
7. **Marital Status:** Married
8. **Education:** Higher

Institution [Date from - Date to]	Degree(s) or Diploma(s) obtained:
1975 – 1980, Moscow Mining Technology Institute, Moscow, Russia	Mineral Resources, Mining Geology, Economics
1987 – 1991, Moscow Food Industry Technology Institute, Moscow, Russia	Economics, Management
2007, Eurasian Council of Certified Accountants and Auditors (ECCAA), Certified Accountant Practitioner (CAP)	International qualification certificate CAP
2011, Global Association of Risk Professionals (GARP), Foundation of Banking Risk, Risk Certification Program	International qualification certificate RCP

9. **Language Skills:** (Indicate competence on a scale of 5 to 1 (5 – excellent; 1 – basic))

<i>Language</i>	<i>Reading</i>	Speaking	<i>Writing</i>
Azerbaijani	5	5	5
English	5	5	5
Russian	5	5	5

10. **Membership of professional bodies:** Associated member of the Chamber of Auditors of Azerbaijan

Please visit link: <http://www.audit.gov.az/index.php?type=content&subid=8&cid=8>

11. **Other skills: (e.g. Computer literacy, etc.)**

Computer user (strong skills in MS Project, MS Word, MS Excel, MS Power Point, Internet)

12. Present position: Director of MC Consultancy LCC

13. Years within the firm: 5

14. Key qualifications (relevant to the project):

Feasibility Study, Macroeconomics research and forecast, Projects Management, Budgeting and Risk Management, Development of financials models.

15. Professional Experience Record: (starting from the most recent one, cover last 10 years)

Dates (from - to)	2009 – up to date
Location	Baku
Company	UM Consultancy LLC
Position	<ul style="list-style-type: none">• Director
Description	<ul style="list-style-type: none">• Overall management of company• Provide consultancy on project management, financial management, business planning, investment analyses, economic research, modelling.• Development course materials and conduct courses on topics Project Management, IFRS and Risk Management

Dates (from - to)	2012 November –2012 December
Location	Baku
Company	UNDP, Marine Ecosystems Project Document Preparation
Position	Assessment Specialist
Description	<ul style="list-style-type: none">• Data collection, site visits, construction and remodeling needs assessment, inputs into the project document preparation.

Dates (from - to)	2012 March – May 2014
Location	Baku
Company	Azerbaijan Bank Training Centre
Position	Customer Relationship Manager and Expert
Description	<ul style="list-style-type: none">• Trainings and consultancies on Financial Management, Business Planning, Project Management, Investment Analysis, Risk Management• Development and manage of projects• Managing sales projects;• Attracting new customers;• Preparation and updating customer profiles

Dates (from - to)	2007 – 2012
Location	Baku
Company	Azerbaijan Bank Training Centre
Position	Senior Consultant
Description	<ul style="list-style-type: none"> • Training and consultancy on IFRS, Business Planning, Financial Management, Risk Management, Project Management, Investment Analysis

Dates (from - to)	2012 – 2012
Location	Baku
Company	UNDP
Position	Assessment specialist of UNDP, Marine Ecosystems Project Document Preparation
Description	<ul style="list-style-type: none"> • Data collection, site visits, needs assessment, inputs into the project document preparation.

Dates (from - to)	2004 – 2007
Location	Baku
Company	Azerbaijan Bank Training Centre
Position	Expert and project manager in IFC and BP Petroleum funded “SME Business Services Development” project
Description	<ul style="list-style-type: none"> • Overall project management, project implementation and development of interim, annual and final consolidated reports • Training and consultancy on Project Management, IFRS, Financial Management, Investment Analysis, Business Planning, Risk Management etc

Dates (from - to)	March 2005 – February 2006
Location	Baku, Azerbaijan
Company	FAR Centre
Position	Expert of project “The Economic Freedom: Azerbaijan”
Description	<ul style="list-style-type: none"> • Calculation of economic freedom indexes; • Macroeconomic analysis • Editing of bulletin “The Economic Freedom: Azerbaijan” published in “Zerkalo” Newspaper

16. Education for professional development relevant to project:

<i>The European Union TACIS Program, Baku, Azerbaijan, 1998 – 1999</i>
<i>Certificate of completion</i>
Project identification, financing, development and implementation.

Institute for Training and Development, Amherst, Massachusetts, USA, 2004
Certificate

Business development, human resource and operational management

Zaygon Caspian Consulting, Baku, Azerbaijan, 2006,
Successfully completed certificate

“ISO9001:2000 QMS Internal Audit”

CRRC – Caucasus, UN, Tbilisi / Georgia, July 2005

Regional Workshop in the South Caucasus

Economies in transition

Please visit link: <http://www.umcon.az/#!/grid/cjr2>

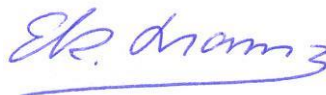
17. Related activities

- **Wrote approximately thirty articles published in Azerbaijan and Turkey on related topics**

Please visit link: <http://www.umcon.az/#!/analitika/wl1ti>

DATE: July 01, 2016

SIGNATURE:



Economic Research Center Report
(November 1 – December 31, 2016)

Advocacy - Television Programs

- **Source:** Kepez.Tv. **Date:** 27.12.2017. **Title:** Public-Private Sector Dialogue. **Participant:** Galib Togrul (Head of the Economic Research Center).
- Link: <http://www.kepeztv.az/news/id/18449>

Speech at the Entrepreneurship Week

- **Theme:** Public-Private Sector Dialogue. **Date:** 18 November 2016. **Speaker:** Galib Togrul (Head of the Economic Research Center). **Venue:** Baku, Holiday Inn hotel. **Participants of the event:** entrepreneurs, experts, representatives of state bodies, journalists

Round Tables

- **Theme:** "Ways to increase the export potential of entrepreneurial entities". **Date:** 23 December 2016. **Speaker:** Gubad Ibadoglu (Expert of the Economic Research Center). **Venue:** Baku, National Confederation of Entrepreneurs (Employers) Organizations of Azerbaijan Republic. **Participants of the event:** entrepreneurs, experts, representatives of state bodies, journalists.
- **Theme:** "Entrepreneurs of Ganja are engaged in entrepreneurial activities". **Date:** 27 December 2016. **Speaker:** Galib Togrul (Head of the Economic Research Center). **Venue:** Ganja, Ramada hotel. **Participants of the event:** entrepreneurs, experts, representatives of state bodies, journalists.
- **Theme:** of "Last changes to the Tax Code". **Date:** 18 January 2017. **Speaker:** Galib Togrul (Head of the Economic Research Center). **Venue:** Baku, Entrepreneurship Development Foundation. **Participants of the event:** 2 tax expert, 1 lawyer, Vice president of the National Confederation of Entrepreneurs (Employers) Organizations of Azerbaijan Republic, 1 auditor, President of the Entrepreneurship Development Foundation.

Advocacy - Expert performances in media

Theme: Competitive economy

1. **Source:** www.telegraf.com. **Title:** New import duties - expert commentary. **Date:** 02.11.16. **Link:** <http://telegraf.com/news/114747>
2. **Source:** www.son.az. **Title:** Next year will not be easy.. - expert commentary. **Date:** 09.11.16. **Link:** <http://son.az/en/news/105378/gelen-il-asan-olmayacaq-amma-azerbaycanin>
3. **Source:** www.metbuat.az. **Title:** Next year will not be easy.. - expert commentary. **Date:** 10.11.16. **Link:** <http://metbuat.az/news/561198/gelen-il-asan-olmayacaq-amma-azerbaycanin.html>
4. **Source:** www.arxiv.az. **Title:** Next year will not be easy.. - expert commentary. **Date:** 09.11.16. **Link:** <http://arxiv.az/az/news.milli.az/75490383/Gelen+il+asan+olmayacaq+amma+Azerbaycanin>.
5. **Source:** www.sherq.az. **Title:** ABAD service centers - expert commentary. **Date:** 09.11.16. **Link:** http://www.sherg.az/site/id-21535/ABAD_ail%C9%99l%C9%99r%C9%99_abadl%C4%B1q_g%C9%99tir%C9%99_bil%C9%99r#.WCP7vi2LTIU
6. **Source:** www.arqument.az. **Title:** The situation of the population will worsen - expert commentary. **Date:** 03.11.16. **Link:** <http://arqument.az/az/ehalinin-durumu-daha-da-arlasacaq-ekspertden-aqlama/#.WDVz0dWLTIU>
7. **Source:** www.azeri.press. **Title:** Banks - expert commentary. **Date:** 23.11.16. **Link:** <http://azeri.press/iqtisadayyat/304393-banklar-duzgun-isleseydi-buna-ehtiyac-olmazd--ekspertfont.html>
8. **Source:** www.ann.az. **Title:** Banks - expert commentary. **Date:** 23.11.16. **Link:** <http://ann.az/az/banklar-duzgun-isleseydi-buna-ehtiyac-olmazdi-ekspert/#.WDavP9WLTIU>
9. **Source:** www.sherg.az. **Title:** Debt counseling centers will be established - expert commentary. **Date:** 23.11.16. **Link:** http://www.sherg.az/site/id-22294/Borc_m%C9%99sl%C9%99h%C9%99t_m%C9%99rk%C9%99zl%C9%99ri_yarad%C4%B1l%C4%B1r#.WDavdtWLTIU
10. **Source:** www.news.atv.az. **Title:** Pay attention to this, in order to save the family budget! - expert commentary. **Date:** 24.11.16. **Link:** <http://news.atv.az/az/economy/83990-aile-budcemize-qenaet-etmek-ucun-bunlara>
11. **Source:** www.m.azeri.press. **Title:** Pay attention to this, in order to save the family budget! - expert commentary. **Date:** 24.11.16. **Link:** <http://m.azeri.press/iqtisadayyat/304739-aile-budcemize-qenaet-etmek-ucun-bunlara--diqqet--supermarketde-asag-reflere-baxn.html>

12. **Source:** www.sherg.az. **Title:** People return from Russia and it will increase the unemployment! - expert commentary. **Date:** 24.11.16. **Link:**
http://www.sherg.az/site/id-22325/Rusiyadan_qay%C4%B1danlar_i%C5%9Fsizliyi_art%C4%B1racaq-%3Cfont_color=red%3E_B%C3%96HRAN_%3C/font%3E#.WDbpX9WLTIV
13. **Source:** www.azadliq.org. **Title:** Oil prices – müsahibə. **Date:** 24.11.16. **Link:**
<http://www.azadliq.org/a/neft-qiymet/28137442.html>
14. **Source:** www.sputnik.az. **Title:** Businessmen would avoid responsibility... – expert commentary. **Date:** 24.11.16. **Link:**
<http://sputnik.az/economy/20161124/407846591/sahibkar-yoxlama-mesuliyyet-qanun.html>
15. **Source:** www.strateq.az. **Title:** Rapid impoverishment of population – expert commentary. **Date:** 06.12.16. **Link:** <http://strateq.az/sosial/120248/qalib-Togrul.html>
16. **Source:** www.qaynarinfo.az. **Title:** Foreign debts pose hazard – expert commentary. **Date:** 05.12.16. **Link:** <http://az.qaynarinfo.az/xeber-xarici-borclanma-hans-thluklri-yaradr-t100344.html>
17. **Source:** www.gunxeber.com. **Title:** Rapid impoverishment of population – expert commentary. **Date:** 06.12.16. **Link:** <http://gunxeber.com/qalib-Togrul%C9%99hali-sur%C9%99tl%C9%99-yoxsullasir/>
18. **Source:** www.cebhe.info. **Title:** Fovernment increases taxes – expert commentary. **Date:** 04.12.16. **Link:** <http://cebhe.info/oxu/41108/>
19. **Source:** www.sputnik.az. **Title:** More than 120 million manats were allocated to entrepreneurs – expert commentary. **Date:** 28.11.16. **Link:**
<http://sputnik.az/economy/20161128/407887446/sahibkar-kredit-biznes-muhit.html>
20. **Source:** www.sputnik.az. **Title:** Small and medium enterprises make up an insignificant part of the our economy – expert commentary. **Date:** 28.11.16. **Link:** <http://sputnik.az/radio/20161128/407882695/qalib-toqrul-kicik-orta-sahibkarliqin-payi-ehemiyetsiz.html>
21. **Source:** www.azadliq.org. **Title:** The number of low-income families increased... – expert commentary. **Date:** 05.12.16. **Link:**
<http://www.azadliq.org/a/azteminatli-kasib-yoxsul/28157292.html>
22. **Source:** www.azadliq.org. **Title:** Azerbaijan occupies the last place in the region for the minimum wage. – expert commentary. **Date:** 22.01.17. **Link:**
<https://www.azadliq.org/a/28248709.html>

23. **Source:** www.moderator.az. **Title:** Azerbaijan occupies the last place in the region for the minimum wage. – expert commentary. **Date:** 22.01.17. **Link:** <http://www.moderator.az/news/166052.html>
24. **Source:** www.xeber365.az. **Title:** Prices will rise – expert commentary. **Date:** 23.01.17. **Link:** http://xeber365.com/article/155/43894/Qiym%C9%99tl%C9%99r_art%C4%B1r,_artacaq,_amma_bu_s%C9%99r%C9%99ncama_g%C3%B6r%C9%99_yox
25. **Source:** azeri.press. **Title:** Is a work experience needed for retirement? – expert commentary. **Date:** 24.01.17. **Link:** <http://azeri.press/iqtisadayyat/327243-pensiya-ucun-staj-muddeti-vacibdirmi--ekspertler-acqlayr.html>
26. **Source:** bizimyor.info. **Title:** Minimum wage should be increased to 200 manats – expert commentary. **Date:** 23.01.17. **Link:** <http://www.bizimyor.info/news/90937.html>
27. **Source:** saqlamolun.az. **Title:** Should the work experience requirement be abolished for retirement? – expert commentary. **Date:** 23.01.17. **Link:** <http://saqlamolun.az/index.php/xeberler/13389-2017-01-24-15-39-14.html>
28. **Source:** palitraneews.az. **Title:** Transparency will be ensured– expert commentary. **Date:** 23.01.17. **Link:** <http://palitraneews.az/news.php?id=64454>
29. **Source:** hafta.az. **Title:** Transparency will be ensured – expert commentary. **Date:** 24.01.17. **Link:** <http://hafta.az/index2.php?m=yazi&id=193884>
30. **Source:** sherg.az. **Title:** Agricultural insurance is very important – expert commentary. **Date:** 26.01.17. **Link:** http://www.sherg.az/site/id-25510/K%C9%99nd_t%C9%99s%C9%99rr%C3%BCfat%C4%B1n%C4%B1n_s%C4%B1%C4%9Fortalanmas%C4%B1_%C3%A7ox_%C9%99h%C9%99miyy%C9%99tlidir#.WIsHT1WLTIV

Public-private sector partnerships

31. **Source:** www.faktxeber.com. **Title:** Electricity and gas for schools and hospitals - expert commentary. **Date:** 08.11.16. **Link:** <http://www.faktxeber.com/mktb-v-xstxanalarn-iq-su-qaznn-ksilmmsi-n-n-etmli-h487291.html>
32. **Source:** www.milli.az. **Title:** Electricity and gas for schools and hospitals - expert commentary. **Date:** 08.11.16. **Link:** <http://news.milli.az/country/487504.html>
33. **Source:** www.sherg.az. **Title:** Utility service prices will go up sooner or later - expert commentary. **Date:** 23.11.16. **Link:** <http://www.sherg.az/site/id-22238/#.WDVwtdWLTIU>

34. **Source:** www.qaynarinfo.az. **Title:** The joint-stock companies will raise prices - expert commentary. **Date:** 22.11.16. **Link:** <http://az.qaynarinfo.az/xeber-quotdotasiyalar-hesabna-yaayan-shmdar-cmiyytlr-qiymtlri-qaldracaqquot-t99276.html>
35. **Source:** www.xeberman.com. **Title:** The joint-stock companies will raise prices - expert commentary. **Date:** 22.11.16. **Link:** <http://xeberman.com/news/10193-dotasiyalar-hesabina-yashayan-sehmdar-cemiyyetler-qiymetleri-qaldiracaq-aciqlama.html>
36. **Source:** www.miq.az. **Title:** The government's decision to test- expert commentary. **Date:** 22.11.16. **Link:** <http://miq.az/az/hkumetden-isti-sinaq-gerari-kommunal-xercler-artacaq/>
37. **Source:** www.azadliq.org. **Title:** The government's decision to test - expert commentary. **Date:** 17.11.16. **Link:** <http://www.azadliq.org/a/istixana-parnik-qaz/28124384.html>
38. **Source:** www.azadliq.org. **Title:** The key to the biggest problem of public utilities is in the private sector - an article. **Date:** 01.12.16. **Link:** <http://fins.az/sosium/911212/kommunal-xidmetde-en-boyuk-probleminin-achari-ozel-sektordadir.html>

Support for Economic Initiatives Public Union Report
(November 1- December 31, 2016)

1. Researches and studies:

During the reporting period, experts of the project worked on the following studies and researches:

1.1. "The evaluation of the economic potential of the milk processing sector"

1.2. Assessment of the impact of the processes in bank financial sector to the development of the SMEs"

2. Preparation of a guide for small businesses

Within the framework of the project, "Dairy production. A guide for small businesses" has been completed by project experts Rovshan Aghayev and Samir Aliyev and published. The contents of this guide are as follows:

- Introduction
- Legal procedures regulating the activities of small entrepreneurship
- Application of state standards on the production of milk processing products
- Dairy products which belongs to the category of halal food
- Dairy products: Consumer Information
- Certification of dairy products
- How to get a certificate?
- How to get a certificate of hygiene?
- How to get a quality certificate?
- How to get a certificate of origin?
- How to get a certificate of compliance?
- Packaging and labeling of dairy products
- Sale of dairy products
- Responsibility for the violation of legislation on food products

- List of goods subject to veterinary, phytosanitary and sanitary inspection
- Leasing procedures of milk processing equipment
- Additions
- Publications

3. Updating electronic versions of old brochures

4. Broadcasting Internet TV programs

1) 04.11.2016: Registration of rights to land ownership

Participants: Vahid Maharramov (Expert on agricultural issues) and Samir Aliyev (economic expert). Moderator: Sabit Bagirov (Head of the Entrepreneurship Development Foundation).

<https://www.youtube.com/watch?v=BIUWC0zC7sU>

2) 16.11.2016: Access to loans

Participants: Agil Abdullayev (Legal expert of the International Finance Corporation) and Samir Aliyev (Support for Economic Initiatives Public Union, economic expert). Moderator: Sabit Bagirov (Head of the Entrepreneurship Development Foundation).

<https://www.youtube.com/watch?v=968JHjaKHow>

5. The publication of articles and interviews in media:

1. S. Mehdiyeva. "ann.az" web site, 07 November 2016. Azerbaijani honey in the world market

<http://ann.az/az/azerbaycan-bali-dunya-bazarinda-tezlikle/#.WCBwRvp97Dd>

2. S. Mehdiyeva. "ann.az" web site, 28 November 2016. Number of women entrepreneurs in Azerbaijan <http://ann.az/az/azerbaycan-qadin-sahibkarlarin-sayile-yune-bilermi/#.WDwTh-Z97De>

3. S. Mehdiyeva. "ann.az" web site, 29 November 2016. Problems of business ladies in Azerbaijan. <http://ann.az/ru/problemy-biznes-ledi-v-azerbaydzhane/#.WD2yJuZ97Dc>

4. S. Mehdiyeva. "Bizim yol" newspaper, 05 December 2016. "The government should put the responsibility on the shoulders of women".

<http://www.bizimyol.info/news/88664.html>

5. S. Mehdiyeva. Press Day web site, 14 December 2016. "Male dominance in Azerbaijani entrepreneurship Azərbaycan sahibkarlığında kişi dominatlığı var" <http://pressday.az/news.php?id=3781>
6. S. Mehdiyeva. "Bizim yol" newspaper, 20 December 2016. The dairy industry: Import prevails over export. <http://www.bizimyol.info/news/89474.html>
7. S.Mehdiyeva, "Ann.az" web site, 23 December 2016. "Azerbaijan is interested in the development of small dairy farms" . <http://ann.az/az/azerbaycanda-sudculuk-sahesinde-kicik-ev-teserrufatlarinin-inkisafinda-maraqliyi/#.WF1iIht97Dd>
8. Abil Bayramov. 5 October 2016. Fins.az web site. Who should be considered as an entrepreneur? <http://fins.az/aqrar/907478/kimler-sahibkar-sayilmalidir-maqala.html>
9. Abil Bayramov. 5 October 2016. Fins.az web site. One out of every 5 women is an entrepreneur. <http://fins.az/biznes/907807/her-5-biznesmenden-biri-qadindir-iguzar-xanimlar.html>
10. Rovshan Agayev. 26 October 2016. Fins.az web site. Dairy processing: current state and challenges. <http://fins.az/sebet/908954/azerbaycanda-sud-emali-durum-ve-problemler-maqala.html>
11. Rovshan Agayev. 26 October 2016. Fins.az web site. The loan guarantee mechanisms: best practices for Azerbaijan. <http://fins.az/bank/909080/kredit-zemaneti-mexanizmleri-azerbaycan-uchun-yaxsi-tecrubeler.html>
12. 2 November 2016, Ann.az web site A. Mehtiyev: Why are customs duties increased. http://ann.az/az/gmruk-rusumlari-niye-artirildi-zeruret-yoxsa/#.WBm6Y_p97Dc
13. 2 November 2016, Huriyyet web site R. Agayev: Government stimulus policies are not correct. <http://hurriyyet.org/14913-hokumetin-teshviq-siyaseti-duzgun-aparilmir.html>
14. Rovshan Agayev. 10 November 2016. Fins.az web site. Dollar dream. <http://fins.az/aqrar/909846/yasil-yarpaq-beyaz-atlas-goy-dollar-arzusu-maqala.html>
15. <http://cebhe.info/oxu/36409/>
16. 14 November 2016 Samir Aliyev discussed perspectives for the development of beekeeping in "Economics" Program in Lider TV. <http://www.myvideo.az/?act=dvr&chan=lider>
17. Samir Aliyev. 25 November 2016. Fins.az web site. Non-oil sector. Article 1. <http://fins.az/aqrar/910809/bal-kimi-qeyri-neft-sektoru-maqala.html>

18. Samir Aliyev. 25 November 2016. Fins.az web site. Non-oil sector. Article 2.
<http://fins.az/aqrar/910808/bal-kimi-qeyri-neft-sektoru-hukumata-taklif.html>
19. Samir Aliyev. 12 December 2016. Fins.az web site. 3 ways of saving manat.
<http://fins.az/bank/911962/manati-xilas-etmeyin-3-yolu-ekspertdan-taklif.html>
20. Samir Aliyev. 12 December 2016. Fins.az web site. "Exchange rate of manat".
<http://fins.az/bank/912654/manat-bir-ilde-nece-uzdu-ekspert-rayi.html>
21. Samir Aliyev. 27 December 2016. Fins.az web site. Bank sector
<http://fins.az/bank/913031/bank-sektorunun-zirehli-jileti-keyfiyyetsiz-imis-maqala.html>

Small and Medium Enterprise Development Support Center Report

(November 1, 2016 – January 31, 2017)

1. Participation in the “Economic Forum” Internet TV

11.12.2016: Construction permit

Participants: Vugar Zeynalov (Vice president of the National Confederation of Entrepreneurs (Employers') Organizations of the Republic of Azerbaijan) and Ilkin Garayev (Head of the Small and Medium Enterprise Development Support Center). Moderator: Sabit Bagirov (Head of the Entrepreneurship Development Foundation).

<https://www.youtube.com/watch?v=FchyreN0GNA&t=707s>

2. Participation in events

1. Conference on “SME Development in Azerbaijan” as part of Global Entrepreneurship Week.
2. Round Table on the theme of “Milk processing sector, problems and perspectives”.
3. Round Table on the theme of “Entrepreneurs of Ganja are engaged in entrepreneurial activities”

3. Supporting entrepreneurs

During the reporting period, 2 appeals were received and answered by "hot line" which was established to provide practical support to entrepreneurs.

Bridge to the future YPU Report
(November 1 – December 31, 2016)

1. Training on "Promotion of women's entrepreneurial activities"

December 16-21, 2016

Links:

1. <http://azpress.az/index.php?lang=az§ionid=news&id=64021>
2. http://www.qht.az/index.php?action=static_detail&static_id=14825
3. <http://www.ganjanews.az/2016/12/19/qht/g%C9%99nc%C9%99d%C9%99-regionda-qad%C4%B1nlar%C4%B1n-sahibkarl%C4%B1q-f%C9%99aliyy%C9%99tl%C9%99rinin-t%C9%99%C5%9Fviq-edilm%C9%99si'-adl%C4%B1-t%C9%99lim-ke%C3%A7irilir.html>
4. <https://edumap.az/gencede-xanimlar-ucun-biznes-telimleri-heyata-kecirilir/>

2. Round Table on the theme of "Entrepreneurs of Ganja are engaged in entrepreneurial activities"

December 27, 2016

Links

1. <https://www.yenigence.com/?p=49291>
2. <http://qhtxeber.az/news/a-61529.html>
3. <http://www.ganjanews.az/2016/12/27/iqtisadiyyat/nizami-yurdunda-%E2%80%9Cg%C9%99nc%C9%99-sahibkarlar%C4%B1-f%C9%99aliyy%C9%99tind%C9%99%E2%80%9D-adl%C4%B1-d%C9%99yirmi-masa-ke%C3%A7irilib.html>

World Carpet Association Report
(November 1 – December 31, 2016)

Activity:

World Carpet Association held a meeting on December 17, 2016 among women who are interested in becoming entrepreneurs. During the meeting, their activities and challenges they face were discussed and a report was developed. WCA shared its recommendations for solution of their problems.

Participants of the meeting and challenges they faced:

1. Participant: Khalilova Sevdä.

Challenges: High rent prices and staff expenses.

2. Participant: Rzayeva Parvana

Challenges: Lack of office and sale opportunities in cities.

Participant: Aliyeva Sura.

Challenges: Access to loans and obtain of Taxpayer Identification Number (TIN).

4. Participant: Ahmadova Tanzila

Challenges: Access to loans.

5. Participant: Ismayilova Ruhangiz.

Challenges: Lack of finance

6. Participant: Gafarova Zanura

During seminars and meetings, it was found out that, women in Guba region have a strong entrepreneurial potential in various fields. They just need financial resources and legal base for their activities.