

MICRO-ENTERPRISE SUPPORT PROJECT

Progress Report for Year 5 Quarter 4 February 1 – April 25, 2017



Workshop on Development of Women's Business and Women Business Associations
April 18, 2017, Park Inn, Baku

**Prepared for the United States Agency for International Development, USAID
Cooperative Agreement Number: AID-112-A-12-00001**

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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

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1. PROJECT OVERVIEW

EDF is pleased to present the **Micro-Enterprise Support Project (MESP)** Year 5 Quarter 4 Report in accordance with **USAID Cooperative Agreement Number: AID-112-A-12-00001**. This Project activities report completed during Q4 – February 1– April 25, 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 2nd, 3rd, 5th and 6th components. Completed work on these components is described in this report.

Outputs in the reporting quarter:

1. Two Round Tables on "Decriminalization of Business" and "The influence of the situation in the banking sector on SMEs and expectations";
2. Two trainings on "Establishment and development of Women Entrepreneur Associations" for business associations and for women who want to become entrepreneurs;
3. A workshop on Development of Women's Business and Women Business Associations;
4. A Forum with young entrepreneurs;
5. 4 women's businesses were established / developed in Guba district;
6. Nine "Economic Forum" Internet TV Programs on YouTube;
7. Four "Economic Forum" Programs on Radio "Ijtimai";
8. A guide (brochure) for small businesses on "Export of products and services";
9. Reports on the results of studies and the reports on situation in 6 spheres of business;
10. New electronical versions of Guides for entrepreneurs in 11 spheres of business;
11. The recommendations for improvement of 5 laws.

2. PROJECT ACCOMPLISHMENTS IN YEAR 5 Q4

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 20th 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 20th quarter, following activities were carried out:

I. Workshop on Development of Women's Business and Women Business Associations was held.

II. Training on "Establishment and development of Women Entrepreneur Associations" for business associations was held.

III. Round Tables on the theme of Round Table on the theme of "The influence of the situation in the banking sector on SMEs and expectations" and "Decriminalization of Business were held".

IV. Economic Forum Internet TV Programs were broadcasted on the issues:

- 1) The strategic road map for the development of small entrepreneurship: current situation
- 2) What form of subsidies does the agricultural sector need?
- 3) Problems of Entrepreneurship in Azerbaijan
- 4) Open Government Partnership
- 5) Characteristics of leasing business. Problems and ways to solve them

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

In accordance with the Second Objective of the MESP, during the 20th quarter, legislative framework for MSEs were discussed in the following Economic Forum Programs:

1. The strategic road map for the development of small entrepreneurship: current situation;
2. National accounting standard;
3. How did the changes in the tax code affect SMEs?

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

In accordance with the Third Objective of the MESP, during the 20th quarter, support for women's business was discussed at the:

1. Training on "Establishment and development of Women Entrepreneur Associations" for business associations;
2. Training for women who want to become entrepreneurs;
3. 4 women's businesses were established / developed in Guba district;
4. Workshop on Development of Women's Business and Women Business Associations
5. Forum with young entrepreneurs.

3. DETAILED ACTIVITIES

3.1. Round Tables

3.1.1. Round Table on the theme of "Decriminalization of Business"

On March 6, 2017, Entrepreneurship Development Foundation and National Confederation of Entrepreneurs "Employers" Organization of Azerbaijan Republic held a round table on "Decriminalization of Business". Lawyers, representatives of public unions and the Confederation attended the round table.

3.1.2. Round Table on the theme of "The influence of the situation in the banking sector on SMEs and expectations"

On April 12, 2017, Entrepreneurship Development Foundation and Support for Economic Initiatives Public Union held a round table on "The influence of the situation in the banking sector on SMEs and expectations". Representatives of banks, various companies, associations attended the round table.



Samir Aliyev, an expert of YSUH, made a presentation at the round table. At the beginning of the speech, he reminded participants of the main macroeconomic indicators for the past 5 years, and then he outlined the current situation in the banking sector of the country. After that, the expert described the impact of the

crisis situation in the banking sector on SMEs. Samir Aliyev assured his speech of a number of recommendations on improving the access of SMEs to financial resources. Among these recommendations are the creation of a credit insurance fund, the adoption of a law on venture funds, the development of mechanisms for the pledge of movable property, the development of a strategy for the de-dollarization of the economy, the creation of sectoral banks (agrarian, investment, export) and other recommendations.

Agenda of the event can be found in Annex 1.

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

http://edf.az/ts_general/azl/ksid/tedbir/tedbir_2017/tedbir-4.htm

3.2. Trainings

3.2.1. Training on "Establishment and development of Women Entrepreneur Associations" for business associations

On March 15-16, 2017 in VEGO hotel in Ganja the training on "Establishment and development of Women Entrepreneur Associations" was held for business associations by "Bridge to the future" Youth Public Union (BF PU - Ganja) and the Entrepreneurship Development Foundation in the framework of the Micro Enterprise Support Project.

Representatives of business associations and representatives of various social organizations attended the training.

Sabit Bagirov – President of the Entrepreneurship Development Foundation made opening remarks at the training. Executive Director of Azerbaijan Microfinance Association Jala Hajiyeva conducted a training on "Establishment of Associations". After the break the event was continued with the training on "Strategic planning"



On the next day Jale Hajiyeva continued the training on "Methods to increase members in associations" and "Establishment and development of relationships".

After the lunch Galib Bayramov, Head of Economic Research Center conducted a training on "Ways to establish a dialogue between the state and private business".

At the end of the training discussions were held around training topics and the participants were informed about future training programs.



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

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_2017/event-2.htm

3.2.2. Training for women who want to become entrepreneurs

On April 8-9, 2017, Entrepreneurship Development Foundation and Young Business Factory held two days training in Baku for women who want to become entrepreneurs. The purpose of the training is to teach participants the basics of entrepreneurship and, also, to help them develop their business ideas. In total, 21 girls took part in the training. Trainers were Azad Rahimov and Elkhan Mammadov. CVs of both coaches are attached in Annex 3, 4.



The training program 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.

Agenda of the event can be found in (Annex 5).

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

3.3. Workshop on Development of Women's Business and Women Business Associations

On April 18, 2017, workshop on **Development of Women's Business and Women Business Associations** was held by the Entrepreneurship Development Foundation in Baku, Park Inn Hotel. Women entrepreneurs from Baku and regions, chairwomen of women business associations, representatives of ministries and experts attended the workshop.

Sabit Bagirov – the President of Entrepreneurship Development Foundation made an opening speech. He emphasized the important of women's entrepreneurship in Azerbaijan.

Mr. Randall Olson, Director of the Office of Governance and Economic Resilience, USAID/Azerbaijan made his remarks on importance of Development of women business for Azerbaijan. He spoke about the importance of women's entrepreneurship for the country's economy.



At the first session, Dr. Antal Szabo, UN ret. Regional Adviser, Scientific Director of ERENET, made a presentation on the state policy of the European countries on development of the women-family business. The speaker informed about Beijing Platform for Action and its strategic objectives adopted at the Fourth World Conference on Women, Beijing 1995. Mr. Szabo, in his speech, spoke about the results of women's entrepreneurship and noted that women make up around 40% of the global workforce. Then, in his presentation, he informed about the European Business Initiative, and Women's Entrepreneurship Index. The speaker spoke about world experience in women's entrepreneurship and cited world's best countries for women's entrepreneurship, top 3 countries are the US, Australia and the United Kingdom.

At the second session, Dr. Antal Szabo, made a presentation on the EU programs and directives for supporting the development of women's business.

The speaker, in his speech, spoke about the experience of European countries in women's entrepreneurship such as Austria, Bulgaria, Finland, Germany. Then he informed about the Business Model Canvas, the European Network for the promotion of women's entrepreneurship, and the European Network of Female Entrepreneurship Ambassadors. Later, Dr. Antal Szabo, cited successful women entrepreneurs from Azerbaijan and around the world and their success stories. He noted that there are women in the world who were able to manage the business, and family at the same time.

After lunch, Mrs. Daiva Jonuskiene, Siauliai Chamber of Commerce, Industry and Crafts, made a presentation on Women's business associations in the Baltic countries. Her presentation was interactive, women entrepreneur actively participated in discussions. Mrs. Daiva, spoke about European Economic and Social Committee position and quotas. Speaking about Lithuanian experience, she said that, today in Lithuania there are 39 % of women at CEO positions. She said that for achieving successful results, public-private partnership is very important, and the government should take advantage of all the institutions.

At the second part of the presentation, Mrs. Daiva, spoke about the development of women's networks and Lithuanian Business Women network creation experience, and talked about the importance of networking in the field of women's entrepreneurship.

Agenda of the event can be found in Annex 6. CV of experts are attached in Annex 7 and 8.

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

http://edf.az/ts_general/eng/ksid/events/events_2017/event-3.htm

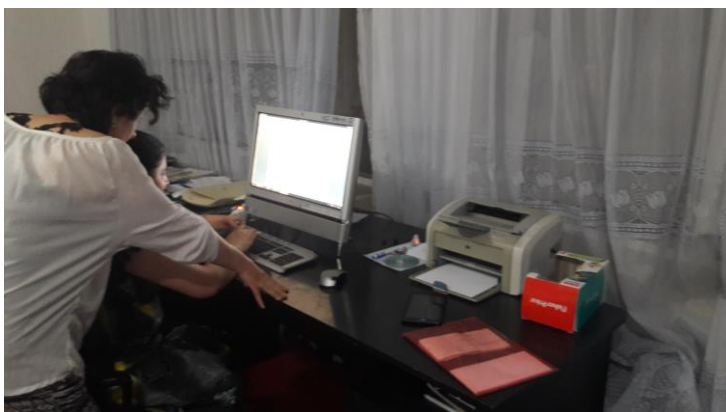
3.4. Four women's businesses were established / developed in Guba district

In the reporting quarter, the following four women's businesses were established / developed in the Guba region, with the support of the "World of Carpet" Association (MESP partner):

- Parvana Rzayeva (Production of baklava and other national sweets);
- Aygun Agamirzayeva (English and Computer Courses);
- Sevda Khalilova (Carpet Weaving);
- Zanura Gafarova (Carpet Weaving - Sumax).



Parvana Rzayeva



Aygün Ağamirzayeva

For these business-women, were bought the appropriate equipment at the expense of financial resources of MESP project. The SME Development Assistance Center (MESP Partner) has developed business plans for them (attached to this report).

3.5. Forum with young entrepreneurs

On April 23, 2017, Entrepreneurship Development Foundation (EDF) held a meeting with young entrepreneurs. The meeting was held within the framework of the **Micro Enterprise Support Project and supported by the** National Confederation of Entrepreneurs (Employers) Organizations of Azerbaijan Republic (ASK)

Young Business Factory (YBF). More than 100 young entrepreneurs attended the meeting.

Sabit Bagirov, head of the Entrepreneurship Development Foundation made an opening speech and spoke about entrepreneurial activities. After the speech, Ilkin Garayev, head of the Small and Medium Enterprise Development Support Center made a presentation on business. Then, Vugar Zeynalov, a vice-president of the National Confederation of Entrepreneurs (Employers) Organizations of Azerbaijan Republic gave his speech to young entrepreneurs. After the coffee-break, Prof. Dr. Ali Kutvan made a presentation on success in business. At the end of the meeting, Rasim Adjalov, CEO & Founder at Young Business Factory, delivered a speech.



During the meeting, the young entrepreneurs addressed their questions to the experts. Interesting discussions were held in the meeting.

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

3.6. "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).

3.6.1. On 24.04.2017: Ways to increase the export of agricultural products. Participants: Saida Mammadova ("EkoAqro" LLC, Deputy Director) and Elnur Islamov ("Business Group" consulting company, director)

<https://www.youtube.com/watch?v=otQiU5f4crw&t=99s>

3.6.2. On 16.04.2017: The strategic road map for the development of small entrepreneurship: current situation. Participants: Fuad Rasulov (Khazar University, professor) and Ilkin Garayev (Head of the Small and Medium Enterprise Development Support Center)

<https://www.youtube.com/watch?v=ucgsZvr8bEg>

3.6.3. On 15.04.2017: What form of subsidies does the agricultural sector need? Participants: Vahid Maharramov (Expert in the field of agriculture) and Vugar Babayev (Chairman of Agribusiness Association, Ganja)

<https://www.youtube.com/watch?v=W2v7sjKC1D8>

3.6.4. On 12.04.2017: The situation in the banking system and its impact on businesses. Participants: Elchin Rashidov ("Constitution" Research Foundation, expert) and Samir Aliyev (Support for Economic Initiatives Public Union, expert)

<https://www.youtube.com/watch?v=Ba5F6ct-5JE&t=84s>

3.6.5. On 26.03.2017: Problems of Entrepreneurship in Azerbaijan. Participants: Vugar Zeynalov (National Confederation of Entrepreneurs (Employers') Organizations of the Republic of Azerbaijan, vice-president, entrepreneur) and Fuad Rasulov (Khazar University, professor)

<https://www.youtube.com/watch?v=2Fa8B5Ro1us>

3.6.6. On 26.03.2017: National accounting standard. Participants: Ruslan Atakishiyev (Chairman of the Center for the Study of Economic Resources, Ph.D. in Economics) and Radil Fatullayev (Center for Economic Research and Teaching, vice-president)

<https://www.youtube.com/watch?v=ds7rHP-OW1Y>

3.6.7. On 26.03.2017: How did the changes in the tax code affect SMEs? Participants: Ruslan Atakishiyev (Chairman of the Center for the Study of Economic Resources, Ph.D. in Economics) and Radil Fatullayev (Center for Economic Research and Teaching, vice-president)

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

3.6.8. On 24.03.2017: Food prices. Participants: Vahid Maharramov (Expert in the field of agriculture) and Sevgim Rahmanov (Merchants and Manufacturers' Union, chairman)

<https://www.youtube.com/watch?v=wZXPDTZcw10>

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

During the reporting period, 4 “Economic Forum” Programs were broadcasted on Radio “Ijtimai”. Programs are also available on MESP web site:

www.sahibkarol.biz

3.7.1. On 25.04.2017: National accounting standard. Participants: Ruslan Atakishiyev (Chairman of the Center for the Study of Economic Resources, Ph.D. in Economics) and Radil Fatullayev (Center for Economic Research and Teaching, vice-president).

3.7.2. On 18.04.2017: Problems of Entrepreneurship in Azerbaijan. Participants: Vugar Zeynalov (National Confederation of Entrepreneurs (Employers') Organizations of the Republic of Azerbaijan, vice-president, entrepreneur) and Fuad Rasulov (Khazar University, professor).

3.7.3. On 21.02.2017: 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).

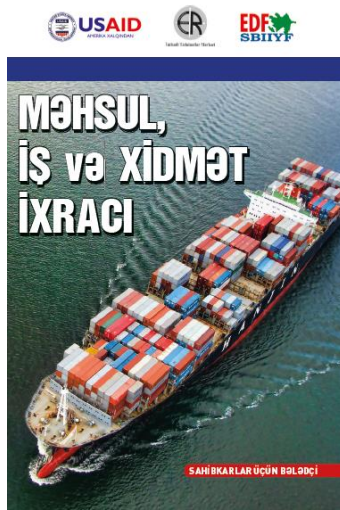
3.7.4. On 07.02.2017: What do the new changes in the tax code mean for entrepreneurs? Participants: Altay Jafarov (Member of the Board of Auditors, auditor) and Galib Togrul (Head of the Economic Research Center).

3.8. Guide (brochure) for small businesses

During the reporting quarter, a guide (brochure) was published on “Export of products and services”. The content of the guide are as follows:

INTRODUCTION

1. Why do I have to think about about export?
2. Stages of export
 - 2.1. Marketing strategy
 - 2.2. Market research
 - 2.3. Access to foreign markets
 - 2.4. Packaging
 - 2.5. Sales and purchase agreements in international trade
3. How are the exporters supported in Azerbaijan?
 - 3.1. Azpromo
 - 3.2. www.azexport.az portal
 - 3.3. Useful sources reflecting foreign markets



This manual contains answers to many questions of entrepreneurs planning to export their products. Manual is attached to this report.

3.9. Study of the situation in 6 business areas

During the reporting quarter, research was conducted on the situation in five business areas:

- 1) "Production of polygraphic products: opportunities to improve the business situation" by Galib Togrul:
 - a. http://edf.az/ts_general/azl/ksid/downloads/qalib-togrul_poliqrafiya-mehsullari-biznesi.pdf
- 2) "Dry cleaning, dyeing and washing clothes: opportunities to improve the business situation" by Gubad Ibadoglu:
 - a. http://edf.az/ts_general/azl/ksid/downloads/qubad-ibadoglu_kimyevi-temizleme-biznesi.pdf
- 3) "Study of the prospects for the development of leather goods production" by Samir Aliyev:
 - a. http://edf.az/ts_general/azl/ksid/downloads/samir-aliyev_derimemulati.pdf
- 4) "Fruit processing sector: assessment of the problems and development opportunities" by Rovshan Agayev:
 - a. http://edf.az/ts_general/azl/ksid/downloads/rovshan-agayev_meyve-emali.pdf
- 5) "Market analysis of transparent and colored glassware" by Ilkin Garayev and Aydin Hasanov:
 - a. http://edf.az/ts_general/azl/ksid/downloads/iqarayev-ahasanov_azerbaycan-shushe-qablar-bazari.pdf
- 6) Meat and meat products sector: problems and prospects by Azer Mehtiyev:
 - a. http://edf.az/ts_general/azl/ksid/downloads/azer-mehtiyev_et-ve-et-mehsullari_tedqiqat.pdf

All these studies can be used by entrepreneurs to create their own businesses. In addition, the first four studies from the above list contain recommendations for the government to improve the situation in the relevant business areas. All these studies have been transferred to the government.

3.10. UPDATING OF electronical versions of Guides for entrepreneurs in 11 spheres of business

In the reporting quarter, electronic versions of the following manuals for novice businessmen have been updated:

- 1) Atelier for tailoring, fashion salons;

- 2) Atelier for repair of household appliances;
- 3) Pharmacy business;
- 4) Obtaining rights to land for business;
- 5) Taxi business;
- 6) Car service;
- 7) Bakery products;
- 8) Greenhouse business;
- 9) Mini Market;
- 10) Business in the context of the country's membership in the WTO;
- 11) Franchising.

Updated versions of the manuals are available on the EDF website:

http://edf.az/ts_general/azl/ksid/neshrler/neshrler.htm

3.11. Development of recommendations for improving legislation

During the reporting period, some recommendations were developed to the following laws:

- 1) On anti-dumping measures;
- 2) On Public Procurement;
- 3) About customs tariffs



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

Micro Enterprise Support Project

ROUND TABLE

“The impact of the situation in the banking sector on SMEs and expectations”

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

April 12, 2017

Agenda

10:45 – 11:00	Registration
11:00 – 11:10	Opening, Sabit Bagirov, president of EDF
	Welcoming:
	- Vugar Zeynalov – vice-president of the National Confederation of Entrepreneurs (Employers) Organizations of Azerbaijan Republic
11:10 – 11:40	“The impact of the situation in the banking sector on SMEs and expectations” Samir Aliyev, 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



"Bridge to the future" Youth Public Union (BF PU - Ganja)
Entrepreneurship Development Foundation (EDF- Baku)

Micro Enterprise Support Project

TRAINING

for Business Associations

on "Establishment and development of Women Entrepreneur Associations"

March 15-16 2017
VEGO Hotel, Ganja

Agenda

First Day, March 15, 2017

14:00 – 14:30	Registration
14:30 – 15:00	Opening – Sabit Bagirov, Head of the Entrepreneurship Development Foundation Getting to know the participants
15:00 – 16:00	Jala Hajiyeveva, Executive Director of Azerbaijan Microfinance Association. Training topic: - “Establishment of Associations” .
16:00 – 16:30	Coffee break
16:30 – 18:00	Training topic: - “Strategic planning” .
18:00 – 18:10	Final Notes

Second Day, March 16, 2017

09:00 – 09:30	Registration
09:30 – 11:00	Jala Hajiyeve, Executive Director of Azerbaijan Microfinance Association. Training topic: - "Methods to increase members in associations"
11:00 – 11:30	Coffee break
11:30 – 13:00	Training topic: - "Establishment and development of relationships" .
13:00 – 14:00	Lunch
14:00 – 15:30	Galib Bayramov, Director of the Economic Research Center. Training topic: - "Ways to establish a dialogue between the state and private business"
15:30 – 16:00	Coffee break
16:00 – 17:00	Discussions and Consultations
17:00 – 17:30	Presentation of certificates
17:30 – 18:00	Final Notes

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:

Alimardanli, Tovuz, Azerbaijan

Phone:

Mobile: (+99450) 390-77-88

E-mail:

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	• 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
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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.
<i>Institute for Training and Development, Amherst, Massachusetts, USA, 2004</i>
<i>Certificate</i>
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>

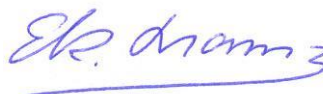
17. Related activities

- **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:





Sahibkarlığa və Bazar İqtisadiyyatının İnkişafına Yardım Fondu (SBİİYF)

“Azərbaycanda Kiçik Sahibkarlığın İnkişafına Dəstək” layihəsi

SAHİBKAR OLMAQ İSTƏYƏN QADINLAR ÜÇÜN TƏLİM

TƏLİM GÜNDƏLİYİ

08 - 09 Aprel, 2017-ci il
Bakı şəhəri

1-ci gün – 08 Aprel, 2017-ci il	
09:30 – 10:00	Tanışlıq. Giriş. Qaydalar. Təlimdən gözləntilər
10:00 – 11:00	Biznes, kiçik biznes anlayışları. Kiçik biznes növləri. Fərdi sahibkarlığın xüsusiyyətləri. Şəxsi biznesin qurulmasının addımları
11:00 – 11:15	Fasilə
11:15 – 13:00	Sahibkar və fərdi sahibkar kimdir? Sahibkarlıq fəaliyyətləri. Biznesin hüquqi formaları. Hüquqi məsuliyyət
13:00 – 13:45	Nahar
13:45 – 15:15	Biznes ideya nədir? Biznes ideya necə yaranır? Biznesin planlaşdırması
15:15 – 15:30	Fasilə
15:30 – 17:00	Biznes planının əsas strukturu və elementləri
17:00 – 17:15	Günün yekunlaşdırılması
2-cü gün – 09 Aprel, 2017-ci il	
09:30 – 11:00	Bazar araşdırması. Marketing
11:00 – 11:15	Fasilə
11:15 – 13:00	Aylıq satış planı Tədarük planı. İnsan Resurslar (İşçilər)
13:00 – 13:45	Nahar
13:45 – 15:15	Kiçik biznesin qeydiyyatdan keçirməsi. Kiçik biznesdə vergilər, vergi bəyannaməsi, DSMF və Dövlət Statistikasına hesabatlar
15:15 – 15:30	Fasilə
15:30 – 17:00	İştirakçıların Biznes ideyalarının müzakirəsi və məsləhətlərin verilməsi
17:00 – 17:30	Təlimin yekunlaşdırılması. Qiymətləndirmə. Sertifikatların verilməsi

Təlimçilər: Elxan Məmmədov, Azad Rəhimov



WORKSHOP

DEVELOPMENT OF WOMEN BUSINESS AND WOMEN BUSINESS ASSOCIATIONS IN AZERBAIJAN

April 18, 2017

Park Inn Hotel

AGENDA

(Languages: Azeri, English)

09.00 – 10.00	Registration
10.00 – 10.15	<p>Opening. <i>Sabit Bagirov, Entrepreneurship Development Foundation</i></p> <p>Welcome and Remarks on importance of Development of women business for Azerbaijan</p> <p>- <i>Mrs. Mikaela Meredith, Acting DCM, US Embassy/Baku</i></p>
10.15 – 11.30	<p>Session 1: The state policy of the European countries on development of the women-family business</p> <p>Speaker: <i>Dr. Antal Szabo, UN ret. Regional Adviser, Scientific Director of ERENET</i></p> <p>Q & A</p>
11.30 – 12.00	Coffee, Tea

12.00 – 13.00	<p>Session 2: The EU programs and directives for supporting the development of women's business</p> <p>Speaker: Dr. Antal Szabo, UN ret. Regional Adviser, Scientific Director of ERENET</p> <p>Q & A</p>
13.00 – 14.00	Lunch
14.00 – 15.00	<p>Session 3: Women's business associations in the Baltic countries</p> <p>Speaker: Mrs. Daiva Jonuskiene, Siauliai Chamber of Commerce, Industry and Crafts</p> <p>Q & A</p>
15.00 – 15.30	Coffee, Tea
15.30 – 16.30	<p>Session 4: Development of women's networking</p> <p>Speaker: Mrs. Daiva Jonuskiene, Siauliai Chamber of Commerce, Industry and Crafts</p> <p>Q & A</p>
16.30 – 17.00	Final Remarks

DR. ANTAL SZABÓ



Dr. Antal Szabó, UN retired Regional Adviser, Scientific Director of the ERENET working at the United Nations Economic Commission for Europe (UNECE) in Geneva.

- He graduated in 1965 from the University for Oil and Gas (Moscow), receiving a Masters of Science in Process Control and Instrumentation Engineering.
- In 1971 he received a Master of Science in Semiconductor Electronics from the Budapest Technical University.
- In 1975 he became Doctor of Science (Ph.D.) in Automation Devices at the Budapest Technical University
- He holds a Diploma in Management Studies from the Buckinghamshire College (UK).
- In 1995 he became a Member of the Hungarian Engineering Academy.

From September 1994 he became a staff member of the United Nations Economic Commission for Europe, as Regional Adviser on Industry and Technology and later on Entrepreneurship and SMEs. He retired from the UNECE on 1 July 2005. However, he became a Consultant on Entrepreneurship and SMEs of the same organization.

The UNECE's **Programme for the Development of Small- and Medium-sized Enterprises (SMEs) in Countries in Transition and Emerging Market Economies** (further as CITs) aims at accelerating and assisting the creation of a sustainable supportive business environment for SMEs (policy and legislative framework and supportative infrastructural institutional and organisational elements like to establish business support institutions, business incubation, provide access to financial resources through non/conventional financial intermediaries, promote access to technology and innovation, improve competitiveness through quality orientation, develop responsible and social entrepreneurship, ensure equal opportunities for women entrepreneurs and youth, etc.).

Dr. Antal Szabó provides technical assistance to the UNECE's Governments in formulating their national SME policies and support programme, collect statistics on SMEs, organizes forums on best practice on national policies and programmes of promotion of entrepreneurship and SMEs in the transition economies as well as expert meetings on benchmarking of various aspects of supporting and operating SMEs. He drafted a policy paper entitled "Declaration on the SMEs at the Dawn of the 21st Century", which has been adopted within the framework of the CEI and BSEC and the adaptation in CIS is in progress. During the last eleven years of his assignment he visited nearly all CITs and many other advanced market economies. He created a large virtual network of SME national focal points in the UNECE region. He intensively assists in developing entrepreneurship and SME sector in the Caucasian transition economies and organized several workshop and study tour for the representatives of Armenia, Azerbaijan and Georgia.

Dr. Antal Szabó maintains a special **web-site on the SME Development in the UNECE region** (see at <http://www.unece.org/indust/sme/ece-sme.htm>). He created the UNECE Teams

of Specialists on Quality Management Systems and on Youth Entrepreneurship. He is a Member of the International Board of the World Youth Bank Network and the Swiss-based EYE – Entrepreneurship for Youth Empowerment initiative. He is the Co-finder of the ERENET, the International Network of Central-Eastern European Entrepreneurial Research and Training Institutions Network of Universities dealing with entrepreneurship research and education in Central and Eastern-Europe.

He is a key-note speaker on entrepreneurship and SME development especially in CITs and Europe at many international conference and events, like the World Conference of ICSM in Belfast, annual International Conferences on SMEs to be held in Slovenia, OSEC Parliamentary Conference in Bern, European Days on Entrepreneurs in Zagreb, SMEs - The Economic Development Driver Conference in Belgrade, Training Workshop on “The Development of Entrepreneurship and SME Sector in the Republic of Moldova” in Chisinau, The CIS Forum on Youth in Kiev, Workshop on “The Development of Entrepreneurship in the Caucasian Countries” and OECD International Conference on SMEs in Istanbul, Armenian Incubation Development Regional Workshop in Yerevan, etc.

You can contact Mr. Szabó at the following address:

Dr. Antal Szabó

UN retired Regional Adviser on Entrepreneurship and SMEs, Scientific Director of the ERENET

H-1118 Budapest, Pecz S.u.4., D.ép.fszt.1, Hungary

Phone/Fax: (+361) 2461353

E-mail: antal.szabo@gmail.com

DAIVA JONUSKIENE



Daiva Jouniskine has been working in Siauliai Chamber of Commerce, Industry and Crafts already for 15 years. Has experience in different areas of chamber activities as Businesswomen network and Committee activities coordination, entrepreneurship fostering actions implementation, business internationalization (export training, partners search, business missions, international exhibitions (organizing, participating, training), chamber marketing and events, conferences organizing, EU projects management, Force majeure certificates, networks creation, clustering, social partnership, membership (marketing, follow-up). At East Invest Twinning had shared experience of Siauliai CCIC in setting up Businesswomen Committee and network, fostering entrepreneurship of women.



Entrepreneurship Development Foundation (EDF)
National Confederation of Entrepreneurs (Employers) Organizations of Azerbaijan
Republic (ASK)
Young Business Factory (YBF)

Micro Enterprise Support Project

MEETING with Young Entrepreneurs

*April 23, 2017
Holiday Inn, Baku*

Agenda

09:00 – 09:30	Registration
09:30 – 09:40	Video Clip
09:40 – 10:00	First Speech. Sabit Bagirov, head of the Entrepreneurship Development Foundation
10:00 – 10:35	Second Speech. Ilkin Garayev, head of the Small and Medium Enterprise Development Support Center
10:35 – 11:15	Third Speech. Vugar Zeynalov, vice-president of the National Confederation of Entrepreneurs (Employers) Organizations of Azerbaijan Republic
11:15 – 11:50	Coffee Break
11:50 – 12:30	Fourth Speech. Prof. Dr. Ali Kutvan.
12:30 – 13:00	Fifth Speech. Rasim Adjalov, CEO & Founder at Young Business Factory