



# Azerbaijan Business Assistance and Development Program

Final Performance Report  
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## EXECUTIVE SUMMARY

The Azerbaijan Business Assistance and Development (ABAD) program, funded by USAID and implemented by the International Rescue Committee with partners Chemonics International Inc. and Flag International began in August 2004 with the goal of improving business opportunities for micro and small rural enterprises at the community level. The objective was to stimulate rural economic growth by helping farmers and small medium enterprises increase their sales and create new employment opportunities. By the end of the program in October 2007, program activities contributed to a cumulative increase in sales of \$23,810,853, significantly exceeding the end of program target of \$3,390,000. In addition, the program generated an increase of 2,152,628 person days of employment (both direct and indirect), also exceeding projected targets for the end of the program.

ABAD worked directly with rural enterprises and local communities to create and strengthen market-linkages, improve technical and business skills, and facilitate access to grants and leasing institutions. Since 2006, the program focused on high impact interventions, working through processors, traders and wholesalers to create backward linkages with 15,615 small holder producers.

Eight rural program supported Marketing Centers within four target Economic Corridors served as the primary mechanism for service delivery to target clients. The Business Services unit (BSU) within ABAD's central office provided the direct link and support for all Marketing Center operations and worked closely with the MCs throughout the program to deliver quality assistance to a total 57 clients<sup>1</sup> and 63 leasing clients during the implementation period. The MCs maintained the closest relationships and provided direct assistance to all clients, and the achieved results represent the thousands of hours spent working with processors, producers and communities, the hours of cultivation advice, of negotiations, of research and of planning. This included the identification and matching of 24 international and 69 local buyers and producers; and the identification and contracting of 27 local and eight international experts to provide technical assistance to address specific client needs in the areas of production efficiency, operation and management. The significant results generated by the program demonstrate the effectiveness of the methodologies and business assistance plans implemented in conjunction with the target rural businesses.

The Grants unit worked with the Marketing Centers to identify clients which would benefit from a grant that would help alleviate a key constraint to the development of their business—often the difficulty of acquiring modern, high-quality equipment. During the program, the Grants unit disbursed 17 direct business grants. These grants had a total value of \$232,600—with a cash match of \$139,550 from the grantees. In addition, the Grants unit selected two existing credit institutions, through a competitive evaluation process, to receive grants to support their expanding leasing activities into ABAD target Economic Corridors. The two grants leveraged \$1,448,000 in leasing capital and facilitated lease agreements with 63 clients.

The Monitoring & Evaluation unit worked to verify the accuracy and attributability of the economic results reported by Marketing Centers' clients throughout program implementation. This included tracking of results utilizing the Natural Growth Rate Coefficient, Indirect Employment Coefficient and web enabled interactive database.

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<sup>1</sup> Of the 57 total program clients, 47 were considered 'active' clients at the end of the program period.

The Media and Information Specialist was active throughout the program to generate a high level of interest in ABAD and increasing awareness of its demand-driven approach to economic development. As a result the program achieved a wide range of media coverage and information dissemination through the following outlets: 46 ABAD news stories broadcast on national and local television; 80 newspaper articles; over 15 public events, development of an ABAD website, nine success stories, two ABAD program newsletters, and six brochures.

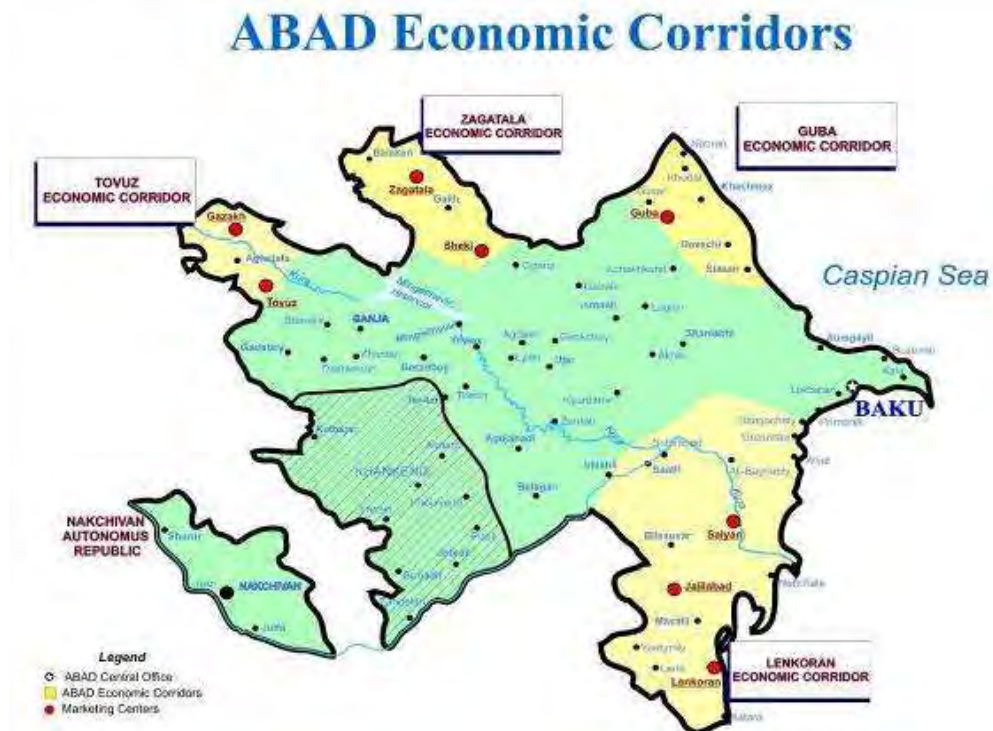
The main constraint to the program was budgetary as a result of a funding cut of more than 50% of the original budget. The modifications resulting from this budget reduction included the following: decrease in the project management staff, including the Chief of Party and Director of Enterprise Finance; closing of four Marketing Centers; the elimination of the grant fund; significant reduction in both local and international technical assistance, and a decrease in the period of performance by 22 months. As a result of the reduction in project management staff, a more creative management structure was instituted with the Director of Business Services assuming the role of Project Director through the end of April 2007, after which the management of program operations were taken on by the Business Services Coordinators. After the departure of the COP, the IRC Country Director provided direct management support for the ABAD program.

# I. ACTIVITIES & ACCOMPLISHMENTS

The objective of the ABAD program was to promote rural economic development through increasing the sales of producers and rural entrepreneurs in four economic corridors by \$15.4 million and generating a corresponding increase in employment. The foundation for achieving these objectives was the establishment of eight ABAD Marketing Centers operating with program-trained staff in the target economic corridors to serve as the primary mechanism for service delivery to target clients. ABAD worked directly with rural entrepreneurs and local communities to create and strengthen market-linkages, improve technical and business skills, and facilitate access to grants and leasing institutions. During a program modification mid-2006, results for sales and employment indicators were revised correspondingly to the reduced timeframe and budget— to \$3,900,000 in sales and 390,000 employment (person days). In addition, since 2006, the program focused on high impact interventions, working through processors, traders and wholesalers to create backward linkages to 15,615 smallholder producers.

## ABAD Target Areas:

The ABAD program targeted four strategically-located economic corridors based on the major overland trading routes represented in the map below:

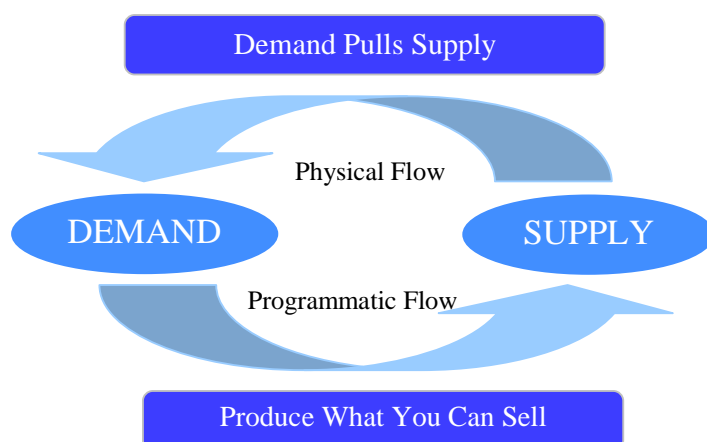


In accordance with a request by USAID, the initially planned activities within the proposed Nakhchivan Corridor were put on hold at the start of the program for further assessment. During the first half of 2005, ABAD staff performed an assessment in the Nakhchivan and concluded that it did not offer a suitable environment for ABAD activities. Therefore, in collaboration with USAID, it was determined that the program would focus on working with eight Marketing Centers in four Economic Corridors—Guba EC (Guba MC); Lenoran EC

(Jalilabad MC, Lenkoran MC, Salyan MC); Tovuz MC (Tovus MC, Gazakh MC) and Zakatala EC (Zakatala MC, Sheki MC).<sup>2</sup>

### **ABAD Approach:**

The ABAD program's demand-driven approach—based on the experiences and tools developed by Chemonics in other countries, and adapted to the Azerbaijan context—focused on traditional economic trade corridors. As illustrated in the graphic below, the principle governing the 'demand-driven' economic corridor approach is that although the products move physically from the producer to the consumer—the starting point (programmatically) must be the market *not* the supplier. Therefore, the ABAD approach emphasized that producers need to “produce what you can sell” rather than the common practice in Azerbaijan of simply attempting to “sell what you produce”.



Following this approach, the ABAD program worked to first identify tangible demand for a business' product prior to working with the client to improve quality, production processes, or the technical or business skills the business needed to close the deal.

### **Project Management Staff and Organizational Structure:**

At program start-up the program's organizational structure was designed around the roles and responsibilities of each of the international implementing partners:

- *Chief of Party (IRC)*—As Chief of Party, Mr. Tom Lemley's role was to provide vision and leadership to the program; oversee major decisions regarding human and financial resources; ensure fruitful working relationships with partners and government agencies; and promote program visibility;
- *Director of Business Services/Deputy Chief of Party (Chemonics International)*—The focus of this position—initially held by Ms. Sue Savage, and subsequently by Ms. Tracy Shanks—was to manage all programmatic operations to ensure Marketing Centers selection process; Marketing Center start-up activities and operational procedures; final approval of technical assistance activities; training for Marketing Center staff; and, oversight of the M&E system.
- *Grants Manager/Director of Enterprise Finance (Flag International)*—The focus of this position—initially held by Mr. Mark Pommerville, and subsequently by Mr.

<sup>2</sup> As part of the program modification due to funding constraints activities in two areas were closed in mid-2006: direct program support in the Gazakh-Tovuz EC ended in June 2006 and later in mid-July 2006 the Zagatala and Sheki MCs were both closed.

Tanner Chaiken (as of November 2005)—was to provide support to Marketing Centers and their clients by identifying appropriate business opportunities to be supported by grant funds. This included review and approval of grant proposals, management of procurement of equipment; and supervision of monitoring and evaluation of grant funds disbursed.

Key national staff positions included the following:

- *Deputy Director of Business Services/Business Services Coordinators:* At the outset of the program, the position of Deputy Director of Business Services, essentially served as the sales operations manager for Marketing Centers. This included responsibility for establishing operational aspects of the Market Centers, and overseeing performance management of Business Advisors and Marketing Centers. After establishment of the Marketing Centers and staff changes, this position shifted to that of Business Services Coordinators, held by two individuals with responsibility for oversight of Marketing Center activity.
- *Monitoring & Evaluation Specialist*—Responsibilities included evaluating performance of Marketing Centers by creating and implementing the performance monitoring system; verifying information submitted by Marketing Centers and clients; creating sales and employment coefficients, and identifying early indications of performance problems.
- *Senior Grants Officer*—Responsibilities included consulting Marketing Centers on grant usage to increase sales; assisting in equipment procurement; and, monitoring usage of grant funds.
- *Women In Entrepreneurship Specialist*—Responsibilities included facilitating participatory assessments among business women and Marketing Centers; assisting Marketing Centers in developing strategies to include women owned businesses in their activities; and monitoring the level of inclusion and development of women owned businesses. This position was phased out in lined with reduced women entrepreneurship activities in the latter stages of the program.
- *Media & Information Specialist*—Responsibilities included assessing Marketing Center information needs and providing information; producing printed materials on specific technical topics; generating reports; and identifying media opportunities, trade shows and marketing events to help achieve program objectives.

As part of the program modification, a revised management structure was instituted with the Director of Business Services assuming the role of Project Director through the end of April 2007, after which time management of program operations were taken on by the Business Services Coordinators. After the departure of the COP, the IRC Country Director provided direct management support for the ABAD program.

### **Program Brand Identity:**

Early in the program, the implementing partners determined that in order to maximize the visibility and impact of the ABAD activities, the program—originally known as *Rural Azerbaijan Business Development (RABD)*—needed its own brand to create a common identity with businesses, government and stakeholders through the economic corridors, and to allow the three implementing partners, the International Rescue Committee (IRC), Chemonics International Inc, and FLAG International, to operate as one. The name ABAD, which means

'improved' or 'having positive result' in Azerbaijani was chosen for its ability to deliver a positive message in the national language, while communicating the business development objectives in the full English version.

## **A. INTERMEDIATE RESULT I.3.3.1 IMPROVED ENTERPRISE BUSINESS, TECHNICAL AND MARKETING SKILLS**

### **I. MARKETING CENTERS**

The ABAD program's primary mechanism for improving rural businesses, technical assistance and marketing skills was the operation of Marketing Centers that directly provided assistance to local businesses. Through an extensively publicized competitive bidding process, all eight Marketing Centers in four targeted economic corridors were staff and open for business within the first year of the project.

#### **Marketing Centers Established**

Following start-up, ABAD developed the process of selecting local implementing partners and related bid documents based on Chemonics' experience from its project in Peru. The design of the two-phase competitive process, focused on ensuring an inclusive and transparent selection of Marketing Center operators, and that the bidders met the standards of ABAD's demand-driven approach. The two-phase process included an open submission of interested bidder's proposals for review and evaluation by a four member ABAD staff committee, followed by a short-listed bidders conference prior to proceeding to Phase II—including submission of more detailed information and a presentation of the proposal to the selection committee. Through this competitive bidding process, entities were identified to operate all eight Marketing Centers in four economic corridors. This included the following distribution of MCs within each of the respective corridors (see box, below).

In the Guba economic corridor, representatives of ten organizations attended the initial bidders' conference. After the completion of Phase I and Phase II of the process, only one organization in Guba was deemed qualified to operate a Marketing Center, but during negotiations, the organization withdrew because it viewed available funding as insufficient to reach program goals. ABAD consequently obtain USAID's approval to directly operate the Guba Marketing Center, employing staff and leasing office premises. The Guba Center was the only Marketing Center that was not operated by a private company.

#### **Composition of Marketing Center Staffs**

All Marketing Center staff members were recruited from, and lived and worked in their economic corridors. As such, they brought first hand experience to bear on the opportunities and challenges in their regions. They knew the political and business environment and had strong and extensive community networks. These qualities enabled the Marketing Center staffs to accomplish one of their most important functions—acting as 'honest brokers' that encouraged trust among the parties in the market change and facilitate transactions.

#### **Marketing Center Operations**

<b>ABAD Marketing Centers by Economic Corridor</b>
<b><u>Guba Economic Corridor:</u></b> <ul style="list-style-type: none"><li>▪ Guba Marketing Center</li></ul>
<b><u>Lenkoran Economic Corridor:</u></b> <ul style="list-style-type: none"><li>▪ Jalilabad Marketing Center</li><li>▪ Lenkoran Marketing Center</li><li>▪ Salyan Marketing Center</li></ul>
<b><u>Tovuz Economic Corridor:</u></b> <ul style="list-style-type: none"><li>▪ Tovuz Marketing Center</li><li>▪ Gazakh Marketing Center</li></ul>
<b><u>Zagatala Economic Corridor:</u></b> <ul style="list-style-type: none"><li>▪ Zagatala Marketing Center</li><li>▪ Sheki Marketing Center</li></ul>



*Marketing Center Closure Due to Program Modification:* As previously indicated to implement a demand driven economic development approach in strategic geographic regions, the program originally launched eight Marketing Centers (MCs) in four economic corridors (ECs). However, in response to the serious funding constraints of the program due to the modification, activities in two areas were closed—the Gazakh-Tovuz EC ended in June 2006 and later in mid-July 2006 the Zagatala and Sheki MCs—based on a strategic decision to minimize the overhead cost and maximize direct assistance in the active program areas. This was not well received by all sub-grantees, however, most remained cooperative to assist programmatic objectives on an as needed bases during the program. Initially, it was planned for the ABAD central office staff to provide specialized technical assistance to numerous businesses in the Zagatala Corridor, but in practice, it was not realistic to manage the relationship from Baku. The geographic distance and lack of resources inhibited the ability to actively guide the businesses as much as ABAD would have preferred, and limited direct assistance was provided upon client request.<sup>3</sup>

*Guba and Lenkoran Economic Corridors:* ABAD continued to work with four Marketing Centers (MCs) operating and providing assistance to targeted businesses in the Lenkoran and Guba Economic Corridors. In order to continue to provide ongoing services and technical assistance to program clients as long as possible during the program period, the operations of the Lenkoran and Salyan MCs continued until mid-August—although initially planned for close-out in spring 2007. However, although the MCs remained operational, moving into the final phase of the program, associated budget considerations necessitated some staff reductions. The main MCs in each corridor, Jalilabad and Guba continued full operations until the end of September, and supported program closeout activities during October 2007.

Particularly during the latter stages of the program, the MCs continued to see significant results as client businesses' further developed and expanded operations with support from the MCs. In the Lenkoran Economic Corridor, the combined results from the Jalilabad, Salyan and Lankoran MCs contributed to 54% of the program's results overall. The Guba MCs' results are also impressive, with a total increase in sales for client businesses reaching \$8,278,615 (approximately 35% of overall program results). In addition, although by the end of the program the MCs in Zagatala and Gazakh Corridors had been closed for more than a year, results from client businesses that received grants in earlier stages of the program demonstrated continued growth in their business activities through the end of the program.

*Marketing Center Sustainability:* Although within the proposal, the intention was for the Marketing Centers to have the capacity and client base to recover operational costs and generate profit by the end of the program, as implementation progressed it was apparent that this emphasis counterbalanced the efforts of ABAD to create sustainable market linkages. The Marketing Center staffs had to attempt to balance competing priorities—between making immediate income and creating medium to long-term solutions, providing services that client businesses needed but not yet ready to pay for. Therefore, pursuant to conversations with USAID, partner organizations and consultants the cost share requirement was ultimately determined to be at odds with other more important programmatic objectives. To this end, the originally contemplated cost share agreements with the Marketing Centers was eliminated in June 2005.

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<sup>3</sup> Within these 'closed' corridors, ABAD only recorded results for grant clients.

**Note on Confidentiality:** In order to respect the confidentiality of IRC’s relationship with the ABAD Marketing Center’s clients, the clients’ names are not included in the main body of this report. References in the footnotes are to a table in Attachment I that identifies the clients and provides current data on sales and employment generated. Copies of this report distributed beyond IRC, its partners Chemonics and FLAG International and USAID should not include Attachment I.

## **1.1 Support for Marketing Centers**

The Business Services Unit within ABAD’s central office served as the direct link and support for all MC operations and worked closely throughout the program with the MCs to delivery quality assistance. Each business services coordinator was responsible for one or two ECs. The coordinators work closely with regional business advisors to manage and prioritize their work. They supported the MC efforts to identify new potential businesses, define the best method of intervention, develop the necessary scopes of work for the requested technical assistance and analyze the progress of the businesses and the business advisors assistance.

*Marketing Center Staff Development:* Despite the strengths of the Marketing Center staff members, few of them possessed solid experience in providing business services. While the ABAD program was not designed to focus on capacity building, it became apparent that training was required to increase the Business Advisors’ ability to identify opportunities to add value to products and facilitate the kinds of relationships and transactions between producers and buyers that would allow ABAD to meet its sales and employment objectives. Therefore, ABAD provided intensive training and coaching to Marketing Center staff throughout program implementation, facilitated by a range of international consultants, as through ongoing interaction with ABAD management staff.

*Quarterly Program Workshops:* All Marketing Center business advisors attended quarterly program workshops conducted in the central Baku office. During each meeting, the Monitoring and Evaluation unit shared cumulative results generated within each MC’s radius during the previous quarter. Each MC shared the highlights and progress of their most active clients and the team shared ideas about how to assist and approach business clients. In general, these meetings provided an opportunity for the entire program staff to get together to discuss the progress of the work, share ideas about how to assist and approach businesses, in addition to addressing any constraints the team was facing. It was a mixture of training, support for communication flow, information sharing and staff development all in one. Although it was difficult to step away from the urgent daily tasks, these meetings contributed to promote team building and effective management of the multiple businesses.

## **2. TECHNICAL ADVICE & TRAINING**

As indicated above, during the early stages of the program training focused on staff development—training and preparing business advisors to utilize and implement the program’s tools and objectives—however, gradually shifted focused to pursuing outside training opportunities. Similarly, the frame of technical assistance graduated to focus on client businesses more than the MC staff. The main thrust was working with processing enterprises to identify their needs and to address their hindrances to growth, whether it was identifying new varieties of vegetables for canning, organizing and guiding the cultivation of quality raw material supply, new natural dye techniques, or the prevention of animal

diseases. In addition, the program looked for the best agricultural innovations for both producers and processors and how to apply these experiences and technologies en masse.

*Technical Assistance:* Technical advice and training provided one of the main tools of the program to provide direct assistance to address constraints to individual client businesses. Depending on the specific need and client business, the program provided technical assistance through a range of consultancies and trainings, as briefly outlined below and described in more detail in previous reports. To maximize the impact much of the technical assistance focused on high impact clients and ranged from supply chain organization, improvement of cultivation techniques, as well as increasing quality, adding value into current production and strengthening market linkages to encourage increased sales.

#### **A. Short Term Consultancies:**

The Business Services Unit, in collaboration with the Marketing Centers supported a range of clients through the provision of short-term consultancies to address specific client business needs. Throughout the program engaged 27 consultants and 8 international consultants to provide technical assistance to address specific needs of target clients.

Throughout the program, it remained a challenging and time consuming process to identify well qualified personnel to take on positions for short-term contractors, able to work semi-independently yet remaining responsive and accountable to both the program and the business to which they provided assistance. However, as illustrated through the examples of technical assistance provided in section 2.1 below, this challenging process often resulted in significant benefits in the development of client businesses, and contributed to the overall achievement of program targets.

#### **B. Training and Exchange Programs:**

In addition to training and advice provided through short-term consultants and MCs, the program staff collaborated with USAID partners and other entities to provide a range of training and exchange opportunities to improve skills and knowledge of program staff, client, and other program stakeholders to contribute to their respective ability to support economic development activities. As detailed in previous reports, some illustrative examples of the training activities conducted during the program include the following:

##### International Trainings

- *“Irrigation Systems for Intensive Crop Production” (Israel, March 4-18, 2007)*—implemented in close collaboration with World Learning START program and the Israeli Embassy to Azerbaijan on behalf of the Ministry of Foreign Affairs of Israel and MASHAV (The Center for International Cooperation and the Agricultural Training Center in Israel (CINADCO).
- *“Strategies to Strengthen the Market Chain” (Estonia, April 16-2 ,2007)*—implemented in collaboration with the START program.

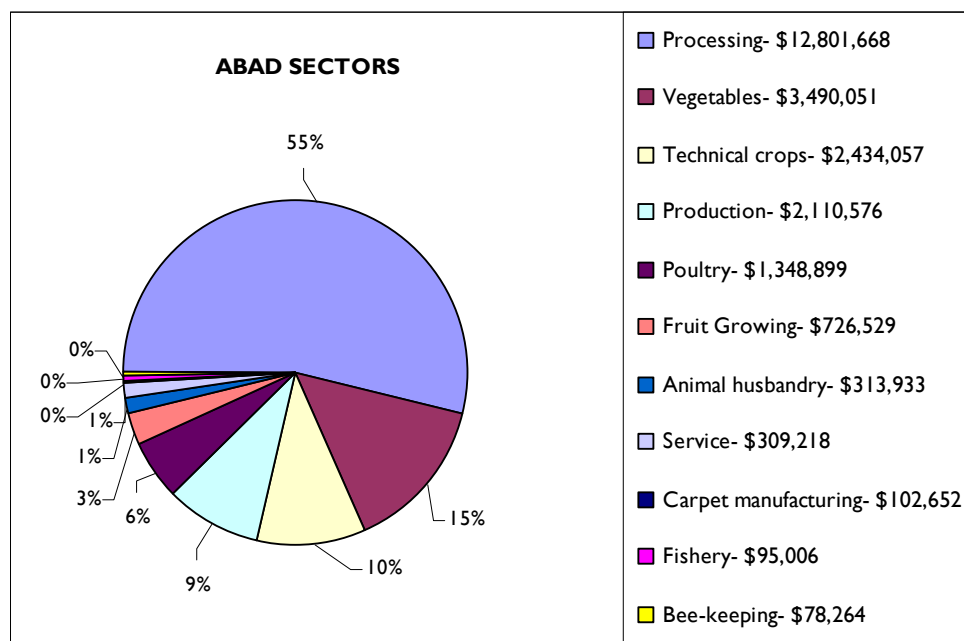
##### In-country Trainings

- *“Pesticide Training”*—conducted by an international training consultant, Alan Schroeder, in Baku on June 11-12, 2007.
- *“Sugar-beet Production Workshops”*—conducted in Agjebedi and Imishli regions in June and July 2007 in collaboration with the Azerbaijan Sugar Production Union, a branch of Azersun Holding.
- *“Avian Flu Training”*—conducted by Jalilabad Marketing Center

## 2.1 EXAMPLE RESULTS ACHIEVED THROUGH PROGRESS IN CLIENT BUSINESSES

ABAD's operations covered a range of about 50 products in 11 economic sectors. The following diagram reflects the cumulative sales growth per sector:

Table A: ABAD SECTORS



Sector Category	Product Types	Cumulative Sales Increase (USD)	% of Total Sales Increase*	Small holder Producers
Processing	hazelnuts, canneries, natural juices, tea leaves	12,801,668	55%	13,608
Vegetables	cucumber, watermelon, tomatoes, potatoes	3,490,051	15%	136
Technical crops	clover, sunflower	2,434,057	10%	211
Production	Mineral water, cardboard boxes, bakery, pasta, plastic windows and doors	2,110,576	9%	100
Poultry	Chicken breeding	1,348,899	6%	0
Fruit Growing	Pomegranate, apple, persimmons	726,529	3%	11
Animal Husbandry	Meat, milk	313,933	1%	5
Service	Flour mill, beauty salon	309,218	1%	1,314
Carpet Manufacturing	Carpet weaving	102,652	0%	30
Fishery	Fish breeding	95,006	0%	0
Bee-keeping	Honey and honeycomb production	78,264	0%	200

\* Due to rounding of overall figures within the database, sectors with less than 1% of overall cumulative increase in sales are indicated as 0%.

During the overall implementation period, the ABAD Marketing Centers provided services to 57 entrepreneurs and SMEs and created backward linkages to 15,615 smallholder producers. At the time of the program modification, in response to budget cuts and a shortened implementation period, the program analyzed and re-prioritized clients in accordance with the level of impact derived from program assistance. This resulted in a reduction in the number of active clients from 57 to 49—of which, 17 were considered high impact, four medium impact, 23 as strategic, while another five were mostly connected to leasing and credit facilities.

To better illustrate some of the positive impacts of the MC interventions the following pages are broken down into three general categories: those that involve strengthening **market linkages**; and **high-impact interventions** that provide indirect assistance to small holders.

### **2.1.1. MARKET LINKAGES**

Overall, through the Marketing Centers the ABAD program supported the identification and linkage of 24 international and 69 local buyers and producers. As highlighted in previous performance reports, a number of ABAD's high impact clients established relationships and signed agreements with new buyers, thereby increasing their business opportunities and sales. The following section will provide a few illustrative examples of the types of market linkages the ABAD assisted in facilitating for program clients.

#### **A. International Markets**

*Salyan based processing plant:* In close collaboration with the Salyan Marketing Center, one ABAD client, a Salyan based processing plant, increased its sales through completing a contract with businesses in Kazakhstan. As arranged by the client, a Salyan Business Advisor traveled to Kazakhstan to negotiate the new contract agreement worth \$420,000 for the export of 12 products. Initially the contract included the bulk export of products including various fruit jams and juices (pomegranate, feijoa, pumpkin, etc.) and olive products. In addition, the business continued to export its products to Russia, Ukraine, Canada, the United States, and Greece.

Given the increased diversification of production lines and products of the processing plant, to include a wide range of products including dairy, numerous canned vegetables and fruit products, tomato paste, honey and refined cotton, the client will continue to seek opportunities to expand current and identify new opportunities for gaining increased access to export markets. Prior to the end of the program, the client received 'kosher' compliance with rabbinical standards of its products, which will open additional market opportunities.

#### **B. National Markets**

*Devechi based biohumus producer:* The Devechi based biohumus producing company gained national recognition as it worked to promote the benefits of organic fertilizer. ABAD assisted the company in holding community meeting in the Southern Corridor in addition to meetings in their home region of Guba. In response to farmers' response to these meetings, the company sponsored two test plots in two separate apple orchards in Guba. Meanwhile in Lenkoran, vegetable producers with more than 15 ha of land purchased 25 kilos of the fertilizer for the spring cultivation. Eager to build on the momentum, the company developed promotional brochures and purchased a delivery truck. The business also diversified to include landscaping and gardening services to create a joint venture with a Russian company. This joint venture with the Russian company will open a direct avenue to the Russian market and allow the company to focus on development of more organic

products. In autumn 2006, the State Oil Company of the Azerbaijan Republic (SOCAR) contracted the company to landscape SOCAR's new office grounds. The business hired eight people and used more than eight tons of biohumus for the \$65,000 project.

*Cardboard packaging company:* Similarly, a cardboard packaging company is capturing the national market in Azerbaijan. With assistance from ABAD to develop a more aggressive marketing campaign, including developing a brochure and facilitating contacts with new companies in Azerbaijan, the company filled the void in the value chain. The Gusar based company started its activity in 2005 and was the only producer in the Guba-Khachmas regional market. The company was moderately successful for about a year, until avian influenza emerged in Azerbaijan, and the main customers, broilers, no longer demanded a high amount of cardboard packaging products. The broilers had constituted about 40% of the company's buyers, and had been the main focus of marketing efforts. The company requested assistance to promote their new product and create linkages with new clients not involved in poultry. ABAD developed quality promotional brochures with a complete description of the product and services of the company. The promotional materials and meeting with other ABAD assisted businesses alone catapulted the business from a regional entity to a national entity with 20 new clients in the first six months. Now, broilers are marginal buyers, while due in large part to new contracts with canneries and producers, fruit and vegetable buyers constitute 60% of the company's buyers.

## 2.1.2 High Impact Interventions

### A. Canneries

Through the end of the program, ABAD continued to work with canneries in both the Guba and Lenkoran Economic Corridors to assist in the improvement of supply organization, support proper cultivation techniques of vegetables required by the processors, facilitate negotiations with small-holder producers, organize their supply of agricultural products and to facilitate negotiations with farmers. It should be noted that all processing plants in the region are suffering from unstable raw material supply and its non-compliance with processing requirements. From the other side, farmers also need continuous support and clear information flow from the processor to better understand their requirements and be able to meet them.



In the northern corridor, building on the community meetings with local producers and other activities, one consultant, Mr. Hanifa Aslanov, worked with one cannery in the Guba-Khachmaz region since February 2007 to assist in organization and increase of supply to the facility. As a result of this consultancy, the number of small holder producers supplying the company increased by 333 individuals from 68 communities. During this process, Mr. Aslanov worked directly with the farmers to assist them by increasing productivity through

disease control, and also to understand the potential of working with the processing plant, including the importance of their activities in the region and as an integral part of the supply chain. These activities have contributed to an increase in supply to the company for products such as walnuts, cherries, cucumbers, eggplants, peppers and tomatoes, and overall doubling the amount of produce available to the company in comparison to last year.

In the south, ABAD worked with several canneries to improve supply and proper cultivation techniques. The main focus of activities in the region continue to be on two Lenkoran based canneries, where short-term consultants recruited by ABAD work closely with both the canneries and small holder producers to establish stable and sustainability links between both sides. In one of the canneries, which has historically struggled with obtaining sufficient produce inputs thereby limiting production, with the assistance of the consultant negotiated and signed more than 20 new contracts with small-holder producers during a one month period. Beyond these activities, ABAD expanded its interaction with canneries in the region and collaborated with five canneries to help them receive required agricultural produce suitable for processing. Activities related to this consultancy covered a wide geographic region, including Lenkoran, Masally, and part of Astara. As an overview of impact of these activities during the program, the chart below provides a summary of the increase in sales and production for the participating canneries.

Cannery Location	Increase in Sales during Program	Increase in Employment (Total Person Days)	Total Number of Small holder Producers
Lenkoran (1)	\$1,920,473	93,989	500
Lenkoran (2)	\$774,699	39,704	600
Lenkoran (3)	\$354,708	19,667	300
Lenkoran (4)	\$322,755	18,541	150
Salyan	\$984,122	80,745	370
<b>Total</b>	<b>\$4,356,757</b>	<b>252,646</b>	<b>1,920</b>

## B. Sugar Beet Processing Plant

As with other high impact clients, ABAD activities to support the Imishli based sugar beet processing plant focused on increasing the supply of produce available for processing. This strategy aimed to benefit from the high potential impact of an increasing number of farmers cultivating or intending to cultivate sugar beets in the future—both in terms of increasing supply for the processor and as a marketable crop for producers. Based on detailed studies of cultivated crops in Azerbaijan, sugar beet production was deemed to be beneficial in



comparison with the majority of other traditionally grown crops in the country. Through the extended regional consultancy, initiated in August 2006, ABAD directly worked with farmers in the central regions of Azerbaijan where cultivation of sugar beets is considered optimal due to soil structure. Through work-shops, technical assistance and provision of printed materials, ABAD worked to provide guidance and tools to improve sugar beet

crop cultivation, supported by one long-term consultant and numerous short-term consultants to focus on specific aspects of assistance.

In addition to recruiting local consultants, ABAD worked with the USAID funded Farmer-to-Farmer program (ACDI/VOCA) to engage a sugar beet specialist from the US to meet with agricultural specialists at the processing facility and review the fields and crops of local farmers. After a two-week consultancy, the sugar beet specialist was optimistic about the potential for sugar beet production in Azerbaijan and provided a list of recommendations for improvement. The most positive observation shared by consultant was the potential to learn from sugar beet farmers in Oregon and California who are able to plant a second rotation in winter months. He believes Azerbaijan winters are mild enough to support a 'winter' crop as well, which could double the yield for the processing plant and provide an opportunity for farmers to grow an additional crop in the 'off season' every few years. This would still allow them to keep with the more traditional crops they currently grow during the prime agricultural season on an annual basis.

### **C. Dairy Production**

Dairy production is one of the fastest growing agricultural sectors within Azerbaijan. ABAD worked with several dairy businesses, two of them located in Lenkoran Economic Corridor. Activities included support for a Lenkoran-based dairy plant to improve general production and establish sanitary guidelines for dairy production, ABAD worked in collaboration with Farmer-to-Farmer program of ACDI/VOCA and invited an American dairy consultant Jon Zander to work with the businesses from 24 April until 2 May, 2007. Despite the short term of this consultancy, it helped both businesses to improve general production flow, safety regulations and sanitation at the production site.

Assistance for the Salyan based dairy production business, included technical assistance focused on assisting the processor to properly organize the milk collection process from small holder producers and to produce quality products to meet production and consumer standards. A local short-term consultant assisted the client identify incompatibilities with technical requirements, primarily related to installed equipment within the processing facility. As follow-up to the consultant's recommendations, the client implemented a reorganization and restructuring of the operational area and equipment based on the feedback. In addition, the consultant provided training for plant employees to equip them with necessary skills and knowledge for production of curd, plain yoghurt, sour cream, as well as abide by the safety and sanitary rules and prepare disinfecting solution to clean the production area.

The consultant's input enabled initial production of new kinds of cheese and yoghurt using specific technology previously unknown to the plant operators. Furthermore, the production of the yellow cheese has started after the ABAD's short-term consultant helped to repair the vacuum packaging equipment necessary for its production. Overall, the effectiveness of this consultancy was demonstrated by the level of satisfaction of the client, who has offered the consultant opportunities to continue working in the future to provide assistance in further development of the business.

### **B. INTERMEDIATE RESULT 1.3.3.2 INCREASED ACCESS TO PRODUCTION INPUTS**

The grant component within the ABAD program was designed to contribute the achievement of increased sales and increased job creation for program clients. During the program, direct grants to clients served as one of the main tools available to support clients to address a key constraint to the development of rural enterprises and farms—the difficulty of acquiring modern, high-quality equipment. These grants, which required matching cost



contribution from the clients, provided the 'seed capital' for small entrepreneurs, impacting their productive capabilities and assisting them to become more attractive to commercial lenders in the future. In addition in order to focus on improving and increasing the access to rural credit and leasing opportunities, FLAG International worked to assess the credit and leasing environment in Azerbaijan and devised and implemented mechanism to leverage grant funds to mobilize private capital for credit and leasing.

During the program, a total of 17 grants were disbursed, which included the procurement of the requested equipment and delivery to the grantee's business. Cumulatively, all equipment granted during the life of the program had a total value of \$232,600 – with matching cash contributions of \$139,550 from grantees. In addition, for the two grants under the leasing component the selected companies pledged in-kind contributions of \$1,240,000 in leasing capital, which was exceeded by the end of the program with a total in-kind contribution of leasing capital of \$1,448,000, as referenced in section 2 below.

## **I. DIRECT GRANT SUPPORT TO MARKETING CENTER CLIENTS**

Another main tool available to the Marketing Centers to assist their clients included direct grants. The grants component served to address a key constraint to the development of rural enterprises and farms—a lack of modern, high-quality equipment. These grants, which required a matching cost share from the client, provided the 'seed capital' for small entrepreneurs that had dramatic impacts on their productive capabilities and helped them to become more attractive to commercial lenders in the future.

**Grants Manual & Selection Process:** During the initial stages of the program, the manual outlining ABAD's grant component was updated to reflect the intention that grant activity would primarily target market opportunities for the production and processing of agricultural commodities. The objective was to leverage technical assistance with grant funds to promote local economic development projects that support the ABAD Marketing Centers and their client base. Grant support was designed to primarily take the form of equipment and machinery, with a focus on new technology. The grant evaluation and selection procedure included five criteria identified as important and critical to achieving the desired impact of the grant. The weighting of these characteristic in the grading system included the following: sustainability—25%; matching funds—25%; value generation and grant leverage—25%; community support—15%; and opportunities for women and vulnerable groups—10%.

In line with the procedures outlined in the Grants Manual, the Grants Unit worked with Marketing Center staff to assist clients in completing necessary grant proposal documentation. However, due to the interconnected nature of various components of the ABAD program, and to ensure that all assistance provided through the program complied with its demand-driven approach, each Client Development Plan had to be approved by ABAD project management prior to the provision of grant support or other technical assistance.

### **Grants to Marketing Center Clients:**

During the program, with a total grant investment of \$93,050, grantee businesses increased sales by \$6,443,705 through utilization of granted equipment. Cumulative results for all grant clients are summarized below, after the final round of monitoring conducted in October 2007.

## 1. Furniture Production<sup>4</sup>, Sheki, \$2,500

**Client business:** Client engaged in furniture production since 1999, originally working from a room within his house, and over time increased volume of activity and relocated into a large workshop in 2001.

**Grant input:** Modern circular table saw specific for furniture production to address the problem of limited capacity of existing equipment.

**Impact:** New equipment allowed for an increase in the variety of the client's products, and ability to produce high quality furniture. After receiving the grant the client hired five male permanent employees. According to M&E results by the end of the project, the client increased sales by \$90,189 through mid-October 2007 and increased employment by 3,747 person days.

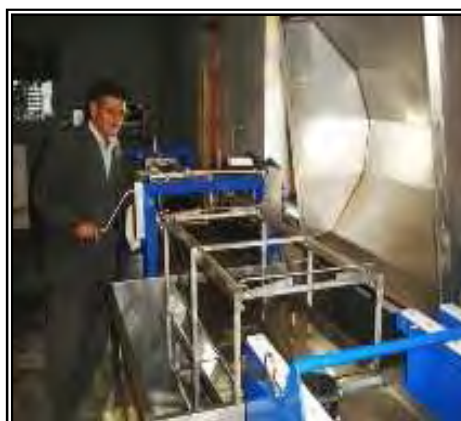


## 2. Honey Production<sup>5</sup>, Sheki, \$12,000

**Client business:** Client began a small-scale, private honey production in 1995 and began commercial honey production in 1998. Initially the client sold honey in small-sized containers in the city of Sheki, but later expanded sales to Baku and other areas of the country. However, much of the production process was manual resulting in quality problems and contributed to a high percentage of losses.

**Grant input:** The grant included two pieces of equipment, an extractor and uncapper, procured from the US based on the clients explicit request for a particular make and model. Unfortunately, upon installation it was discovered that the uncapper was not appropriate to the client's specific needs as anticipated. Therefore, the client and ABAD hired specialists to examine the equipment and make necessary modifications to allow the equipment to be used effectively by the client.

**Impact:** Despite the delay in utilization of the equipment, the client demonstrated an increase in processing capacity and created an increase in sales of \$70,926 and 3,928 person days of employment by the end of the program.



## 3. Apple Orchard Tractor<sup>6</sup>, Guba, \$12,000

**Client business:** Client started fruit farming business in 1999 after working for many years on other farms. The client's orchard located in the northern region of Guba and is close to the Russian border—which is the main market for his apples and plums.

<sup>4</sup> See Attachment I, Sheki Client No. 1

<sup>5</sup> See Attachment I, Sheki Client No. 2

<sup>6</sup> See Attachment I, Guba Client No.5

**Grant input:** The grant consisted of a tractor with a pesticide sprayer attachment to address the lack of consistent access of the client to spray, plow or harvest his apples in a timely manner contributing to a high percentage of spoilage, resulting in financial losses.



**Impact:** Supported by the grant input, the client made a significant increase in production, sales and employment. As the business expanded, the client hired two permanent (male) and 10 seasonal employees (2 female and 8 male) after receiving the grant equipment. In addition, the client's attributable increase in sales reached \$508,672 and an employment increase of 13,083 person days by the end of the program period. The client's business is on track to continue to increase increased revenue has allowed for the planting of a new four hectare apple orchard with a new French apple variety and also the construction of a cold storage facility unit.

#### 4. Honeycomb Processing<sup>7</sup>, Zagatala, \$5,200

**Client business:** Client has been engaged in beekeeping for over 20 year in the Zakatala region and owns over 150 bee families. In the last few years, the client has produced on average 3,000 kgs of honey, with approximately 70% sold in Baku.



**Grant input:** The grant consisted in the purchase of a system for producing wax honeycomb bases for beekeeping to support the growing honey export business in Azerbaijan, and eliminating the expensive and time-consuming process from ordering the equipment from Baku. The use of bases will expedite the honeycomb construction, thereby increasing the beekeeper overall honey production.

**Impact:** Unfortunately, due to the timing and installation of the equipment, the client was not able to use it for the 2006 season. However, subsequently the client has been able to use the grant equipment to make bases for the client's own business, and the sale of honeycomb bases to other local beekeepers. By the end of the program, the attributable increase in sales for the client's business were \$7,338, with an increase of 821 person days of employment. In addition, the client worked with 200 small holder producers during the ABAD program.

#### 5. Hazelnut Processing III<sup>8</sup>, Zagatala, \$12,000

**Client business:** The client company is a mid-size hazelnut exporter to European markets, which faced challenges in sourcing enough de-husked hazelnuts from local farmers—as local farmers only have access to hazelnut de-husking machines supplied by Turkish buyers.



<sup>7</sup> See Attachment I, Zakatala Client No.6

<sup>8</sup> See Attachment I, Zakatala Client No.5

**Grant input:** The grant included the purchase of two de-husking machines, eliminating the need for the client to continue renting the machines when available.

**Impact:** The equipment arrived in the middle of the season and immediately put to use. The machines de-husked 600 kgs of hazelnuts in a mere 20 minutes, a task which previously took two full days to complete by employees. Due to the increased capacity, the company sources more hazelnuts from local farmers, contributing to their profits as the costs of de-husking decreases. In addition, the equipment contributes to the production of better-quality de-husked nuts. By the end of the program, the client achieved a \$70,500 increase in sales and an increase of 12,602 person days in employment. In addition, the client worked with 1,680 small holder producers during the ABAD program.

## 6. Biohumus<sup>9</sup>, Guba, \$7,300

**Client business:** Client is a small start-up operation introducing a new product—bio-humus—in Azerbaijan. The business is based on using California Red Worms to produce bio-humus from cattle fodder and other waste material, considered superior to normal chemical or simple manure fertilizers, used for gardening, high-value horticulture and other applications. The Ministry of Agriculture is assisting the client to promote bio-humus fertilizer in the country as an environmentally friendly alternative to chemical fertilizers.



customer demand in Azerbaijan.

**Grant input:** The grant assisted the company purchase 500 kilograms of worms to increase bio-humas production to help meet expanding

**Impact:** With support of ABAD activities, the client has achieved significant growth within the business including an increase in production, sales and employment. After receiving the grant, the client hired six permanent employees and five seasonal employees. In addition, by the end of the program the client achieved an attributable increase in sales of \$190,057 and an increase in employment of 11,718 person days.

## 7. Flour Mill Electric Line<sup>10</sup>, Jalilabad, \$14,800

**Client business:** The client operates a flour mill, which mills flour, cleans seeds and mixes feed in the region of Jalilabad. Access to reliable electricity often inhibited the steady mill operations and created a dependence on unreliable and expensive generator to continue activities.

**Grant input:** The grant consisted of the installation of a new electric power line to provide a continuous source of electricity to the flour mill.



<sup>9</sup> See Attachment I, Guba Client No.4

<sup>10</sup> See Attachment I, Jalilabad Client No. 5

**Impact:** After installation of the electricity line, the mill has increased its running time from 7-8 hours a day to 14 hours per day, which has led directly to a significant increase in output. During the program, the client made a \$228,137 increase in sales and hired eight permanent male employees, contributing to a total increase in 6,892 person days in employment. In addition, the business doubled its increase of flour, a 20 times increase in cattle feed and 18 times increase in wheat cleaning. There has also been a significant increase in the number of local farmers served by the mill—previously 340 smallholder producers to over 1,300. This high-impact client is now providing wheat milling services to small holder farmers that previously had to transport their wheat over long distances to other mills, but can now done locally. Thereby also creating a positive impact on local farmers who are able to reduce their costs by access the local mill, and increase their profitability. The client has plans to expand this business with construction and operation of a new bakery on his existing property.

### 8. Tea Leaf Processing<sup>11</sup>, Lenkoran, \$3,450

**Client business:** The client, a previously-owned joint stock company, that processes green tea leaves into black drinking tea, was established in the 1950s and was once among the largest industrial facilities in the area.

**Grant input:** The grant consisted of new automated equipment for cleaning and sorting tea leaves, allowing the company to clean sort, and pack black tea in foil packets faster and in larger quantities than previously achieved manually.



**Impact:** After receiving grant equipment, the client demonstrated significant progress in his business supported by the increased production output enabled by the new automated equipment. During the program, the client's increase in attributable sales was \$223,617, and the client employed 22 new female employees. This contributed to a total increase in employment of 17,825 person days. In addition, the client worked with a total of 263 smallholder producers.

### 9. Beauty Salon Furniture<sup>12</sup>, Gazakh, \$2,500

**Client business:** The client business is a beauty salon in Gazakh, among the most popular in the region, providing services that are usually only available at Baku salons. The client approached ABAD for assistance to develop a business plan for the client's newly built salon.

**Grant input:** The grant consisted of purchase of beauty salon furniture, to contribute to the creation of more capacity within the salon and creation of new jobs for skilled technicians whom the client has trained recently to support increase access to services by women in surrounding areas.



<sup>11</sup> See Attachment I, Lenkoran Client No I

<sup>12</sup> See Attachment I, Gazakh Client No I

**Impact:** After the completion of construction the new beauty salon, and installation of the granted equipment the client hired seven permanent employees (5 female and 2 male). During the life of the program, the client achieved a \$49,351 increase in sales and 1,648 person days of employment.

#### 10. Flour Mill Vehicle<sup>13</sup>, Guba, \$4,000

**Client business:** The client business, a flour mill that processes flour which had recently expanded into pasta and bread production. The new bakery facility is located about 20 km from the main facility in order to serve a wider sales area.



**Grant input:** The grant consisted of a delivery truck to assist the company's product distribution in the area.

**Impact:** In addition, to the expansion of the product line—including the initiation of macaroni production—the deliver truck contributed to the continued growth of the client business. During the project implementation period, the client generated a \$521,241 increase in sales and hired 20 new permanent employees (16 female and 4 male), contributing to an increase in employment by 16,499 person days.

#### 11. Hazelnut Processing I<sup>14</sup>, Zagatala, \$6,800

**Client business:** Client business primarily engaged in supplying hazelnuts to export companies, buying hazelnuts from farmers in the region in order to dry and shell the hazelnuts for packaging. The grant request was for assistance in upgrading the production facilities.

**Grant input:** The grant input included the laying an asphalt-drying surface and purchasing new scales, drying tanks and storage sacks.



**Impact:** Unfortunately, during the first season after equipment installation the client's business encountered challenges related to a high percentage of aflatoxin in the harvested products, due to extremely warm weather during the season and lack of adequate awareness of supplier farmer on how to store properly the newly collected wet hazelnuts. This was compounded by low market prices of Turkish hazelnuts. However, despite these obstacles, by the end of the program using the facilities enabled by ABAD grant assistance the client generated \$475,739 in increased sales and an increase of 66,336

<sup>13</sup> See Attachment I, Guba Client No 7

<sup>14</sup> See Attachment I, Zagatala Client No. 3

person days in employment. In addition, the client worked with 1,200 small holder producers during the ABAD program.

### 12. Hazelnut Processing II<sup>15</sup>, Zagatala, \$7,000

**Client business:** Client business primarily engaged in supplying hazelnuts to export companies, buying hazelnuts from farmers in the region in order to drying, shelling the hazelnuts for packaging. The grant request was for assistance in upgrading the production facilities.



**Grant input:** The grant input included the laying an asphalt-drying surface and purchasing new scales, drying tanks and storage sacks.

**Impact:** The client also faced the same problem with aflatoxin mentioned in the section above. However, by the end of the program the client generated an increase of sales of \$1,743,643, and an increase of 242,499 person days in employment. In addition, the client worked with 3,000 small holder producers during the ABAD program.

### 13. Potato Cold Storage<sup>16</sup>, Jalilabad, \$18,500

**Client business:** The client was a potato farmer and trader seeking to increase local farmers' sales volume and improve product quality with construction and installation of a cold storage facility.

**Grant input:** The grant included the construction and installation of a cold storage facility. The cold storage facility was constructed to address the challenge faced by local farmers of storing potatoes after harvesting due to the high temperatures in the region. This was the largest and most complex ABAD grant.



**Impact:** The cold storage facility added a new component to the client's business. With the facility the client is able to store harvested potatoes in the cold storage until with winter season when the potatoes can be sold at a higher price. After receiving the grant equipment, the client hired 14 permanent (7 male and 7 female) and 12 seasonal employees (4 male and 8 female). By the end of the program, the client business achieved a \$1,977,800 increase in sales and increased employment of 82,391 person days. In addition, the client worked with 37 small holder producers during the ABAD program.

### 14. Bakery Oven<sup>17</sup>, Salyan, \$13,000

<sup>15</sup> See Attachment I, Zagatala Client No.4

<sup>16</sup> See Attachment I, Jalilabad Client No.2

**Client business:** The female client owns and operates a bakery established approximately four years ago, and supplies consumers and institutional buyers in the area with a variety of bread products. Upon requesting ABAD equipment, the client's bakery operated electric ovens, which were unreliable and expensive to operate. In addition, the ovens were in a poor condition and produced lower quality products than required by customer demand.



**Grant input:** The grant equipment included a new double rack oven which contributed to an increase in demand for the bakery's improved products

**Impact:** The grant input assisted in the development of the client's growing business, which now includes buyers such as restaurants and wedding palaces. By the end of the program the business has seen a \$88,700 increase in sales and 1,898 person days in employment.

### 15. Furniture Manufacturing<sup>18</sup>, Jalilabad, \$5,000

**Client business:** The client, in the furniture manufacturing business since 2001, focused primarily on producing sofas, armchairs and tables. However, the client identified additional buyer demand for a number of other types of furniture pieces, but in order to diversify and manufacture the new products the company needed additional equipment.

**Grant input:** The grant assisted the company to obtain a new sliding table saw for producing corner-kitchen furniture and office furniture, delivered and installed by November 2006.



**Impact:** After receiving the grant, the company utilized the new equipment to make over 500 pieces of new furniture in its new production lines, and continued to increase production to fill a backlog of orders. By the end of the program, the client increased sales by \$197,795 and an increase of 6,499 person days of employment.

<sup>17</sup> See Attachment I, Salyan Client No. 12

<sup>18</sup> Attachment I, Jalilabad Client No 12



## 16. Dairy Processing, Two grants for two new LLCs, Lenkoran, \$18,500

**Client business:** The client businesses were two community based LLCs, created to serve as milk collection centers to supply a new large-scale dairy processing plant in Lenkoran scheduled to start operations in the near future. Therefore, to position themselves as suppliers for the processing plant, the two communities elected to create new LLCs and requested ABAD assistance through the Marketing Center to access a grant to support the purchase of two milk storage tanks. As with other grants, the LLCs will contribute approximately half of the requested equipment costs. The plan was for the collection centers to be wholly owned and operated by the community LLCs, with a pre-defined forward purchasing agreement to supply quality material to the Lenkoran based processing plant.



**Grant input:** The grant equipment included a three-ton and 1.5-ton milk storage tank delivered to the two community LLCs in May 2007.

**Impact:** Unfortunately, due to the delays in the start-up operations of the Lenkoran dairy processing plant and questions of viability of the use of equipment for its intended purpose, representatives from the two LLCs requested that ABAD return its community contribution for the grant equipment and remove the milk tanks from their respective communities. Therefore, the ABAD team worked to identify an alternative LLC to utilize the milk tank equipment as community collection centers. A community based LLC in Sabirabad was identified to utilize the tanks for collection of milk from small-holder producers in the area. Due to the late transfer of this equipment to the alternate LLC, there are not results to report within the program period.

## 2. EXPANDING LEASING SERVICES TO ECONOMIC CORRIDORS

In order to identify potential mechanisms for leveraging the grant funds to mobilize private capital for credit and leasing in ABAD's geographic areas FLAG International's Leasing and Credit Specialist, Daniel Gies, performed a comprehensive assessment<sup>19</sup> of the leasing environment in Azerbaijan in 2005 and determined that as major constraint to rural business development was the lack of access to equipment and machinery. Several recommendations for leasing interventions were developed, and the implementation of these recommendations over the project years 2 and 3 leveraged ABAD grant funds to extend the reach of existing leasing programs into ABAD's economic corridors.

**Leasing Support Initiative (LSI):** Under this initiative, the ABAD program completed agreements with two leasing institutions—CredAgro and Unileasing. These grants were designed to help develop leasing product access in ABAD areas—for 'CredAgro' through support for existing structures and 'Unileasing' to open branch offices in new market areas. These two grants total \$108,000 and were projected to leverage \$1,240,000 in leasing capital in ABAD's economic corridors. However, by the end of the program the two

<sup>19</sup> The report is available at [http://pdf.usaid.gov/pdf\\_docs/PNADE726.pdf](http://pdf.usaid.gov/pdf_docs/PNADE726.pdf)

institutions have exceeded their agreed targets and leveraged a cumulative total of \$1,448,000 to 63 clients in ABAD corridors:

**2.1 “CredAgro”, \$40,000** – “CredAgro” is a non-bank credit organization that has branch offices in most regions of Azerbaijan, and mainly provides small and medium sized loans to local entrepreneurs.

As indicated in the grant agreement in February 2006, “CredAgro” received a total of \$40,000 grant assistance from ABAD. As part of the grant agreement, “CredAgro” pledged to provide leasing products in the amount of \$240,000 to local entrepreneurs in the ABAD corridors by the end of the program. As of October 2007, “CredAgro” has approved cumulative leasing products in the amount of \$334,954 to 25 clients within the ABAD corridor, as summarized in the table below:

**Table A:** Lease activity of “CredAgro” in ABAD Economic Corridors:

Name of client	Lease amount in USD	Location	Lease Equipment	Type of Business
Jamil Aliyev	\$10,434	Masalli	Kamaz Truck	Transportation
Idrak Hajiyev	\$9,638	Masalli	Truck Trailer	Transportation
Firudin Guliyev	\$12,232	Jalilabad	Ford Micro-bus	Transportation
Aliheydar Kazimov	\$13,126	Masalli	Kamaz Truck	Transportation
Rasim Abdullayev	\$10,130	Khachamz	Kamaz Truck	Transportation
Muradov Eldaniz	\$4,598	Jalilabad	Tractor I50 K	Agriculture
Rustamov Saxavat	\$3,678	Guba	Tractor DT-75	Agriculture
Musayev Faxraddin	\$36,782	Guba	Mercedes Bus	Transportation
Abbekov Mirabbas	\$7,816	Guba	Mercedes	Transportation
Suleymanov Alixan	\$11,375	Guba	Kamaz Truck	Transportation
Hasanov Allmammad	\$11,496	Guba	Mercedes Bus	Transportation
Karimov Nusrat	\$13,519	Khachmaz	Kamaz Truck	Agriculture
Hidayetov Naseh	\$2,582	Guba	RAF Micro-Bus	Transportation
Bagirov Ilham	\$9,762	Guba	Ford Truck	Transportation
Abdullayev Elnur	\$15,727	Guba	Ford Micro-Bus	Transportation
Huseynov Shahin	\$9,320	Guba	Gaz Truck	Agriculture
Alakbarov Rustam	\$5,230	Guba	ZIL Truck	Agriculture
Bayramaliyev Rovshan	\$6,537	Guba	GAZ Truck	Agriculture
Ibrahimov Rahim	\$4,204	Khachmaz	GAZ Truck	Agriculture

Babayev Aslan	\$14,014	Khachmaz	KAMAZ Truck	Construction
Yusifov Isa	\$12,291	Zakatala	Mercedes Bus	Transportation
Mammadov Iftikhar	\$52,687	Sheki	TATRA Excavator	Agriculture
Kamilov Famil	\$6,104	Guba	Gaz Micro-bus	Transportation
Huseynov Gulaga	\$36,640	Guba	Mercedes bus	Transportation
Sixaliyev Mobil	\$15,032	Khachmaz	Kamaz Truck	Transportation
<b>Total</b>	<b>\$334,954</b>			

During the grant period, CredAgro cooperated with ABAD program quite regularly, contributing to successful implementation of this component. Existence of branches in all ABAD Economic Corridors made a positive impact on the development of regional entrepreneurship and helped to gather detailed information on local markets. Therefore, in quite a short time, while being a new product “leasing” has managed to meet demand, as well as exceeded the original expectations from its activities. At the end of the program, CredAgro’s regional leasing portfolio possessed a high quality and continued to perform at high growth rates.

CredAgro has established strong partnership with several foreign funds that helped to increase outreach of its activities through increasing its loan capital, and leasing is considered a strategic component among their current products. Therefore, it is anticipated that CredAgro will continue providing its service and maintaining easy access to leasing for regional entrepreneurs beyond the life of the program.

**2.2 “UniLeasing”, \$68,000** – “UniLeasing” initially specialized in leasing to the construction, medical and transport sectors mainly located in the Baku area. However, with support of the ABAD grant “UniLeasing” opened three new regional branches in ABAD corridors in 2006, with an additional branch opened in Guba in 2007.

As designated in the grant agreement signed in March 2006, “UniLeasing” received \$68,000 in grant assistance from ABAD. As part of the agreement “UniLeasing” committed to provide leasing services in the amount of \$1,000,000 in ABAD corridors. As of October 2007, “UniLeasing” approved leasing products in the amount of \$1,170,820 to 41 clients, thereby exceeding its commitment. In addition, UniLeasing dispersed leases for \$971,592 to 16 clients in non-ABAD corridors from branch offices established in ABAD target regions.

**Table B:** Lease activity of “UniLeasing” in ABAD Economic Corridors:

Name of client	Lease amount in USD	Location	Lease Equipment	Type of Business
BisMak MMC (2)	\$53,929	Shamkir, Ganja, Khanlar	Truck	Production
Bayram-M (2)	\$42,077	Masalli	Tractor	Transportation
Bayram-M (3)	\$25,709	Masalli	Truck	Transportation
Bayram-M (4)	\$41,769	Masalli	Tractor	Transportation

Bayram-M (5)	\$69,885	Masalli	Truck	Transportation
Simona LLC	\$25,449	Masalli	Catering Equipment	Tourism
Simona LLC	\$5,425	Masalli	Vehicle	Tourism
Simona LLC	\$4,324	Masalli	Gas Counter	Tourism
Mammadhuseynzadeh Nazim	\$8,448	Sheki	Truck	Transportation
Bayram-M (6)	\$116,250	Masalli	Truck	Transportation
Bayram-M(7)	\$50,504	Masalli	Truck	Agriculture
Rustamov Gulmammad	\$7,161	Masalli	Truck	Trade
Hashimov Nazim	\$32,941	Masalli	Real estate	Trade
Bagirov Alimukhtar	\$29,412	Masalli	Vehicle	Tourism
Aliyev Amil	\$40,988	Masalli	Real estate	Trade
Babayev Elkhan	\$6,506	Masalli	Truck	Agriculture
Mammadov Gennady	\$16,471	Masalli	Real estate	Agriculture
Saadat Co.	\$6,608	Sheki	Medical Equipment	Agriculture
"Alternativ"LLC	\$6,219	Sheki	Medical Equipment	Agriculture
"ATA"LLC	\$22,453	Sheki	Truck	Food products
Mammadov Mammad	\$29,391	Sheki	Real estate	Production
Ismayilov Rafiq	\$21,199	Sheki	Truck	Production
"ATA"LLC	\$15,298	Sheki	Car	Food products
Ata-Nur LLC	\$8,235	Quba	Truck	Production
Azərinkishaf LLC	\$55,849	Masalli	Truck	Construction
Valiyev Agaselim	\$8,581	Masalli	Truck	Agriculture
Azərinkishaf LLC	\$61,765	Masalli	Truck	Transportation
Ata-Nur LLC	\$5,736	Quba	Plastick Equipment	Production
Nureddinov Bahaddin	\$8,582	Quba	Truck	Transportation
Aliyev Hasan	\$8,235	Quba	Real estate	Agriculture
Adigozelov Emin	\$8,647	Quba	Truck	Agriculture
Abbasov Zahir	\$9,713	Quba	Generator	Agriculture
Agammedov Musaver	\$20,071	Sheki	Truck	Agriculture

Yunisov Shakir	\$41,596	Shamkir	Car	Agriculture
Sharifov Azad	\$41,424	Berde	Truck	Agriculture
Huseynov Rashid	\$57,652	Shamkir	Special building car	Transportation
"Farid" LLC	\$73,161	Imishli	Special building car	Production
"Suludara" LLC	\$22,449	Shamkir	Truck	Transportation
Anadolu Farm.	\$60,706	Khanlar	Backloader	Agriculture
Total:	\$1,170,820			

Throughout the agreement period, UniLeasing met regularly with ABAD staff to ensure effective utilization of the grant funds. The main objective was establishment of four new regional branch offices to facilitate easy access to leasing products for entrepreneurs in ABAD targeted corridors. The partnership and strategic plan has proved effective within a short time, and currently UniLeasing has branches in Ganja, Sheki, Guba and Lenkoran. These regional branches provide services to businesses located both within and outside the mentioned districts covering a wide geographic area. The loan portfolio of these branches is now over \$2,000,000.<sup>20</sup>

### **C. INTERMEDIATE RESULT 1.3.3.3 IMPROVED ACCESS TO MARKET INFORMATION**

Throughout the program information, dissemination regarding program activities and achievements were an important part of ABAD's internal and external communication strategy. ABAD's press relations and communications efforts aimed at generating interest in ABAD and increasing awareness of its demand-driven approach to economic development. Overall, this resulted in significant media and public outreach including: 46 ABAD news stories broadcast on national and local television; 80 newspaper articles, more than 15 public events, development of an ABAD specific website, nine success stories, two newsletters, and six brochures were published during the program implementation period.

#### **I. TARGETED MEDIA COVERAGE**

From the initial stages of the program, ABAD focused on generating a high level of media attention. Therefore, the ABAD Media & Information Specialist cultivated relationships with the print media, television and radio stations and news agencies to assist in generating interest in ABAD and awareness of economic development. The relationships developed early on, assisted in achieving the longer-term goal of regular coverage of the program activities and the ABAD approach at the local and national level.

Initially, much of the press coverage was due to media interest in the US Ambassador's participation in Marketing Center opening ceremonies, several newspaper articles and television items reflect the interest in ABAD's innovative approach to promoting rural economic development. As press relations developed over time, efforts shifted to focus on

<sup>20</sup> More detailed information about UniLeasing and its activities is provided at the following link: [http://www.unileasing.az/?id=32&menu\\_id=32&page=](http://www.unileasing.az/?id=32&menu_id=32&page=)

portraying the concrete activities and impact in the regions in Azerbaijan. The most effective outreach strategy was to arrange trips for journalists to talk directly with the business owners and suppliers to see the tangible evidence of improvement in the business' activities.

During the course of the program, a range of public events were conducted to increase awareness of program activities and specific economic development initiatives within target regions, and to promote interaction among key program stakeholders. The full range of public events have been highlighted in previous reporting period, however, the events listed below will provide illustrative examples of the types of activities conducted during the program:

- *Guba-Khachmaz Economic Regional Business Forum*—Organized in cooperation with the local departments of the Ministry of Agriculture and Ministry of Economic Development, the interactive forum on “Prospects of Economy and Agriculture Development in the Guba-Khachmaz Economic Region” brought together over 100 regional stakeholder to discuss hindrances to and potential activities for economic development within the region.
- *Community Day at “Hasilli Farm” in Jalilabad*—The Hasilli Farm in Jalilabad hosted a ‘community day’ to disseminate information among local farmers on the successes of the farm’s cattle breeding business. Organized in collaboration with local authorities, over 50 farmers and producers, regional authorities, program staff and media representatives attended the event. One of the main highlights included information on the role of artificial insemination to improve the pedigree of cattle and effectiveness in production of meat and milk products.
- *Rural Womens Day Event*—In honor of internationally recognized Rural Womens Day, ABAD in cooperation with the American Bar Association Central European and Eurasian Law Initiative (ABA-CEELI) held forums in Guba and Jalilabad on October 13 and 16, 2006. About 30 women entrepreneurs involved in agriculture and small business representatives of local NGOs participated in the round table discussions focused on three main components: presentation from successful women entrepreneurs from the region, Azerbaijani lawyer explaining the legal foundations for creating and operating a business, and discussions of the hindrances the women face in business.

### **ABAD publications:**

*ABAD Program Newsletters:* ABAD published two newsletters—in March & July 2007—to highlight important events and achievements, and share information about recent development among ABAD partner organizations, international organizations, government agencies and the general public. The newsletters were printed in English and Azerbaijani.

*Brochures:* During the program, ABAD developed and disseminated several brochures to provide general information about the program and activities as well as to highlight client needs and disseminate technical information to rural entrepreneurs—including the following:

- “Artificial Insemination in Cattle Breeding”
- “Sugar Beet Production”
- “Crop Disease Management”



- “Hazelnuts: Quality Product Means High Income”

In addition, the program directly sponsored 400 brochures each for cardboard packaging products and carpets and guided other businesses as they developed their promotional materials.

*Website:* In the spring of 2006, ABAD’s stand-alone website was finalized and launched. It served two audiences, first it provided information about ABAD activities to the broader public in Azerbaijan and abroad and second, it promoted smooth cooperation and exchange of information between the various offices and MCs in ABAD.

## **2. CROSS CUTTING ACTIVITIES**

### **Promoting Rural Women Entrepreneurs**

From the beginning, ABAD aimed to include women-owned businesses in project activities by building constructive relationships between the predominately male-staffed Marketing Centers and women-owned businesses. During the initial stages of the program ABAD received technical assistance from consultant Juile Grygiel to develop an assessment tool and establish project capacity to reach out to business women and include them in a way that would contribute to achieving project goals.

Based on this momentum from this assessment, the ABAD Women & Entrepreneurship Advisor worked with the Marketing Centers to increase the number of women clients working with the program. Through these efforts during the first half of the program the ABAD team identified 17 women entrepreneurs, of which 3 were high impact clients. However, due to the budget constraints and the shift in emphasis to high impact clients, the program had to reconsider and evaluate all clients. Based upon the fact that most women-owned or managed businesses were not linked to multiple small holder producers, but were more often small holder producers themselves, ABAD only continued working with five women owned businesses as direct clients. Through the high impact clients (male and female owned), ABAD worked with multiple small holder producers, many of whom are female and thereby allowed some continued focus on targeting assistance on women owned/operated businesses as planned within the original proposal.

In addition to working directly with specific women owned businesses, the ABAD program also assisted in trying to raise awareness about problems rural women face in effectively engaging in economic development activities. This included participation in events such as the Rural Women’s Day Forums held in collaboration with the American Bar Association Central European and Eurasian Law Initiative (ABA-CEELI); workshops organized by the Women’s Association for Rational Development; and meetings with several organizations involved in women and entrepreneurship issues, such as the National Confederation of Entrepreneurs, Azerbaijan Gender Information Center and the Independent Scientific-Practical Legal Center.

This component was directly affected by the program modification, as the Women and Entrepreneurship Advisor position eliminated, and originally planned activities were discontinued as budget and staff resources were reallocated to focus on other program activities.

### **Community Participation**

During the first year of implementation, ABAD management initiated discussions regarding changes to the community participation component of the program. Initially the plan provided for Marketing Centers to conduct three-day Community Participatory Assessment

exercises within their respective communities, which would culminate in the creation of Advisory Groups whose roles would include among others, initiating grant proposals. The program management considered that ABAD could best support the Marketing Centers' success in increasing sales and employment by keeping personnel as focused as possible on the primary objective of linking producers in their corridors to buyers. However, due to the commitment to marshal the resources of the ABAD communities to support the Marketing Centers success, Jason Scarpone, an individual with broad experience in community participation and economic development programming in the agricultural sector was recruited to conduct an assessment of how community participation can enhance ABAD's effectiveness and maximize participation of, and benefits to, small producers and small holders in the economic corridors. Mr. Scarpone developed recommendations that stressed the importance of high-impact, backward-linkage projects that offer the greatest opportunity for producer commercialization.

Due to changes related to the program modification, the focus on and direction of the community participation activities were redefined, as the program worked with communities of interest, producer communities to link them with processors demanding a specific product that the producer communities are willing and able to produce.

## **2.1 Program Collaboration**

### **Coordination & Linkages**

During the initial stages of the project, the primary focus of ABAD was the establishment of relationships with governmental bodies, development service providers and other stakeholders to introduce the project and determine areas for future collaboration. In addition, during the course of the course of the program ABAD cooperated with a range of USAID implementing partners and other organizations to strengthen program activities through collaboration and linkages. Some of these include:

- Executive committees in the Economic Corridors
- Ministry of Economic Development's State Program for the Socio-Economic Development of the Regions
- Rural Enterprise Competitiveness Program (RECP)
- Azerbaijan Agrobusiness Center
- Peace Corps
- Eurasia Foundation
- ABA-CEELI
- CHF

In addition, the ABAD program worked in close collaboration with the START program implemented by World Learning to plan international trainings, and the ACDI/VOCA managed Farmer-to-Farmer project to organize for a number of international consultants to provided targeted technical assistance to ABAD assisted businesses.

## **II. MONITORING & EVALUATION**

Throughout the program, the Monitoring & Evaluation (M&E) unit worked to verify the results and monitor the progress of all businesses assisted by ABAD activities. To assist in this process, the M&E unit developed a specialized software program to enable regular monitoring and tracking of data provided by the MCs on each of their clients, which could be accessed by all ABAD staff in the central office and verified by the M&E unit during quarterly



monitoring visits. In October 2007, the M&E unit conducted a final round of monitoring trips to verify results reported within the MC's database. This final verification covers the period of August 2007- October 2007.

## **I. DATABASE DESIGN, IMPLEMENTATION, AND REPORTING**

The interactive web enabled database was utilized by the MCs and the central office to record and track data regarding program clients and activities. Once final adjustments were made and training completed for all central office and MC staff, the database was fully functional and a resource for all staff working with the program. Based on data input from the MCs, and monitored during quarterly M&E verification trips, the database provides information on newly created jobs, sales growth, production growth, grants, and TA projects. The database can produce reports summarizing information, per sector, per corridor, per Marketing Center, per business, or a combination of these factors for different reporting periods. To control the integrity of the data, the database can only be accessed by password, with each user provided with an authorization level depending on the type of use necessary to fulfill his/her job function.

## **2. RESULTS MEASUREMENT**

In order to ensure the reported results are reflective of the national context, the sales and employment indicators measured by the ABAD program factor in external factors and are calculated by coefficients. Working in collaboration with an econometrist specialist, the ABAD M&E unit developed a Natural Growth Coefficient (NGC) and an Indirect Employment Coefficient (IEC) to enable the measurement of program indicators as accurately as possible. For a description of each of the coefficients and example calculations, please see Section 2.2 (p.23) in ABAD Semi-Annual Report #5.

As the coefficients were not utilized during the initial stages of the program, all program results have been re-calculated in line with the coefficients. Accordingly, the results presented in the following section reflect data adjusted by the natural growth and indirect employment coefficients, thereby focusing on specific program impact.

## **3. RESULTS GENERATED: \$23,810,853 MILLION SALES INCREASE**

As of the end of the program, ABAD worked with more than 57 entrepreneurs and SMEs. Of these, MCs were actively working with 47 direct clients at the end of the program. In addition, 63 clients benefited from the ABAD supported leasing activities in rural areas.

Overall, in accordance with the modified targets within the modification, the program was expected to generate increased sales of \$3.9 million and 390,000 person-days of employment by the end of October 2007.<sup>21</sup> However, by the end of the implementation period, the program generated \$23,810,853 million in increased sales and an increase of 2,152,628 person-days of employment. The total person-days of employment include 255,175 days of direct employment and 1,897,453 days of indirect employment. Direct employment data was collected from information provided by each business in accordance

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<sup>21</sup> The targets are set out in the ABAD Program Modification, signed September 2006.

with the increase in employment at the place of business. Indirect employment data are from the business activities indirectly affected by the increase in a particular business.<sup>22</sup>

Results from the final reporting period, illustrate the exponential returns starting to be generated from earlier program interventions. During the period of August through October 2007, the program generated an increase in sales of \$5,910,000 and an increase in 600,058 person-days of employment—this includes 80,058 of direct employment and 520,000 of indirect employment. This significant increase for the period is attributed to seasonal activity within many of the client businesses, and the continuing growth of business activities, particularly among high impact clients.

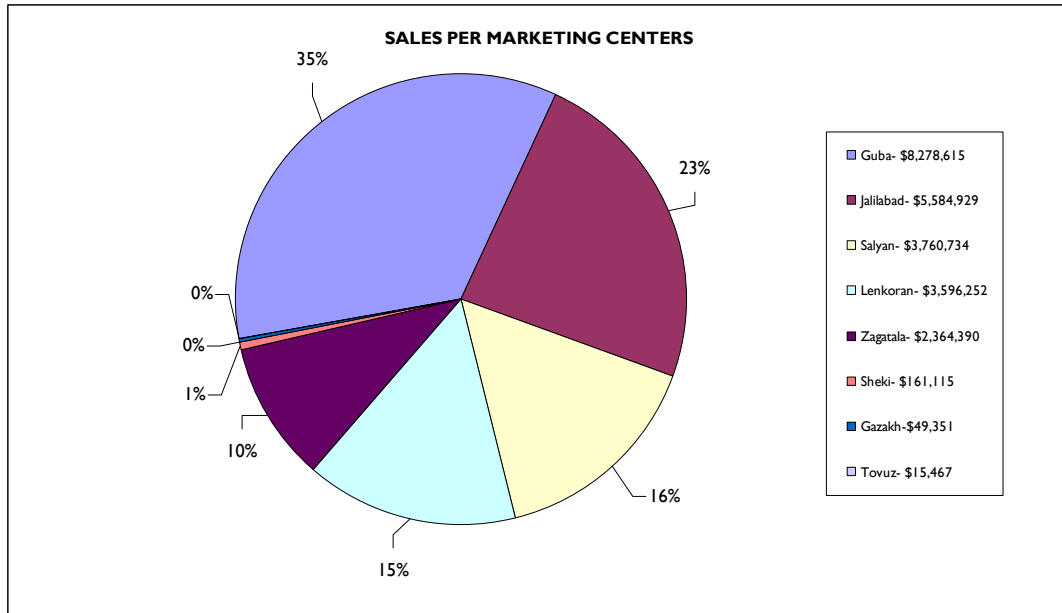
In addition to these performance indicators, during the project modification USAID requested for the addition of a performance indicator for ‘indirect’ clients, to track the program’s impact on small-holder producers and participants at the production end of the market chain. ABAD referred to these entities, which its clients rely on for inputs, as ‘indirect clients’. In total, 10,891 indirect-clients worked with the ABAD program.

### 3.1 CUMULATIVE RESULTS

The following section provides a summary of the cumulative results of the program illustrated in a series of charts and graphs. All information is cumulative, from when a client first started to receive assistance from ABAD through October 2007. In Attachment I the results are shown per client and portray the cumulative increases per client according to Marketing Center.

The graph below breaks down sales by Marketing Center. During the reporting period, Guba Marketing Center generated the most results for a single MC.

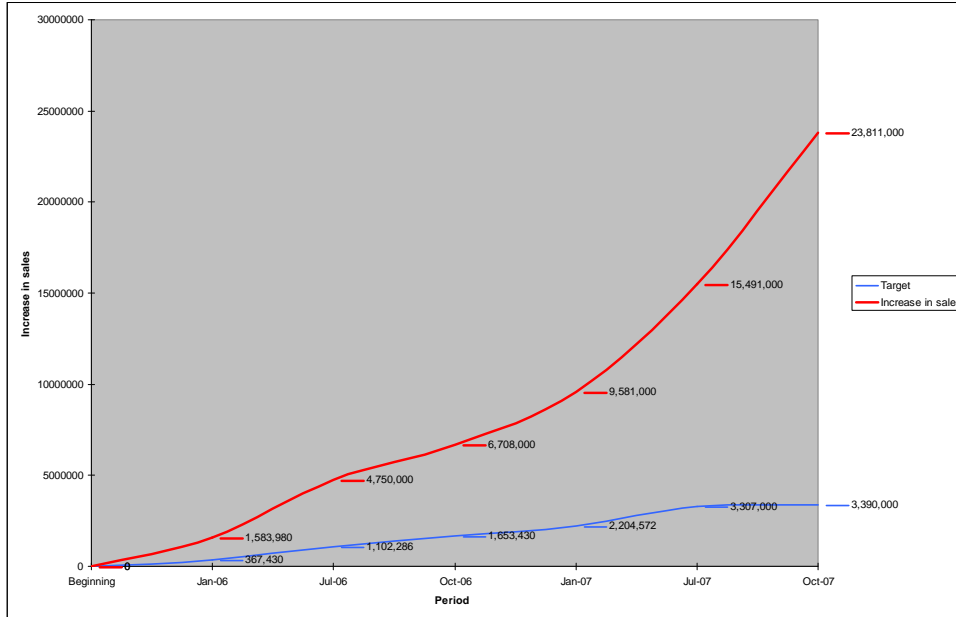
**Table A:** Cumulative Sales per Marketing Centers



<sup>22</sup> Indirect employment figures were first included in Semi-Annual Report #5, and reported retroactively for previous reporting periods, utilizing the Indirect Employment Coefficient (IEC). See previous report for full description and examples of the IEC.

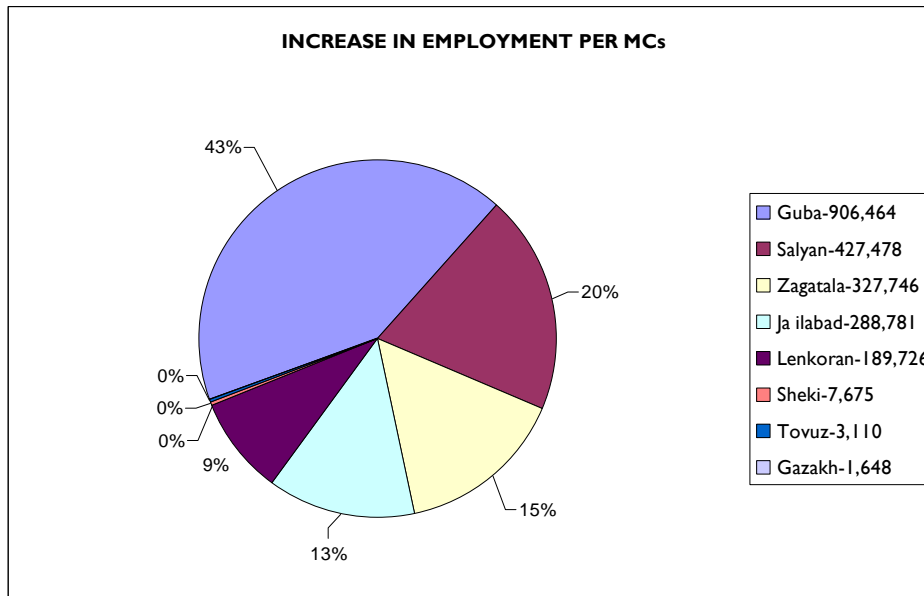
The graph below maps the targets versus actual in sales demonstrating the significant achievements in terms of increase sales among clients during the course of the program. This graph only reflects the growth in sales, however, when charted the employment numbers indicate a similar growth pattern:

**Table B:** Increase in Sales Actual vs Projected



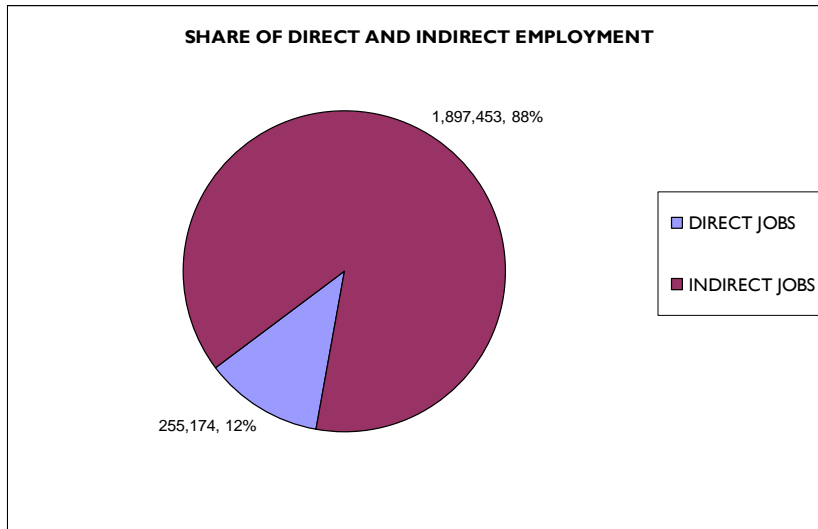
The graph below shows the breakdown of employment per Marketing Center in person days. It is interesting to note that the employment generated per MC is not the same as sales generated per MC—in this case, the Guba Marketing Center has generated the most results during the program.

**Table C:** Cumulative Increase in Employment per Marketing Center



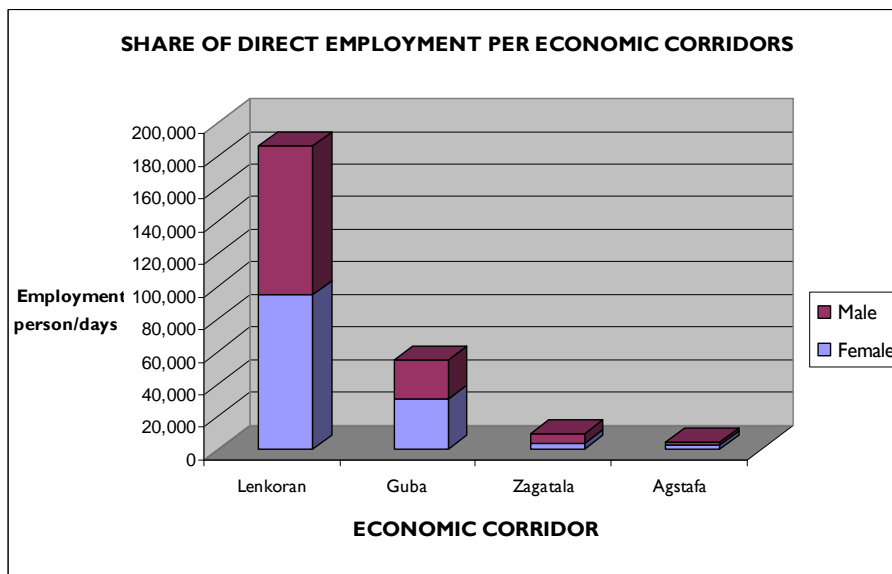
The following pie chart illustrates the proportion of direct and indirect employment generated by the program. The breakdown is approximately 12% direct employment and 88% indirect employment.

**Table D:** Cumulative Share of Direct and Indirect Employment



The following graph shows the breakdown of direct employment by gender, per economic corridor. In general, there continues to be an approximate 50-50 split between male and female employment generated by each Economic Corridor.

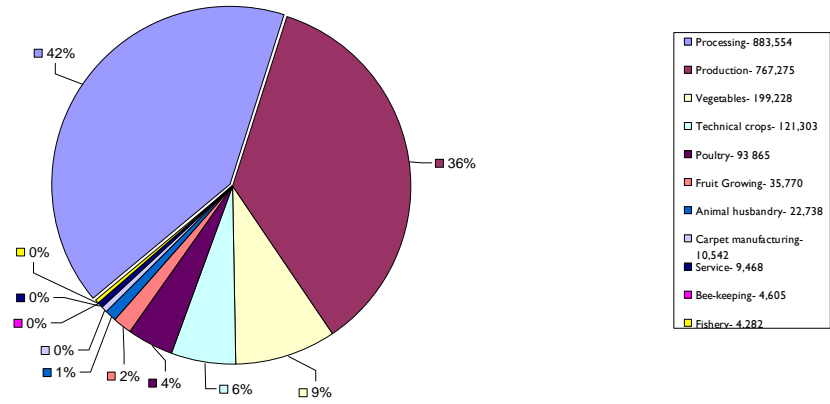
**Table E:** Cumulative Share of Direct Employment per Economic Corridor



The following chart illustrates newly generated employment per economic sector. Of the total, 78% is attributed to increases with the production (36%) and processing (42%) sectors.

**Table F:** Generated Employment per Economic Sector

**INCREASE IN EMPLOYMENT PER ECONOMIC SECTORS percon/days**



### III. PROGRESS & OPPORTUNITIES

The achievements of ABAD program overall is demonstrated by the significant increase in attributable sales and employment for the MC clients. The \$23,810,853 cumulative increase in sales has significantly exceeded the target for the end of the program. Also exceeding projected targets, to date, nearly 2,152,628 person days of employment (both direct and indirect) has been generated by the program. In addition, through the Marketing Centers the program worked with more than 57 entrepreneurs and SMEs directly as clients, and 15,615 in-direct clients. As indicated by the program's results, the approach of working backwards from the demand, the processors, and then the producers enabled the project to positively impact a larger number of people and provide a valuable return on the program investment.

*Marketing Center sustainability:* Although it was not an objective of the program, the Marketing Centers have a solid foundation from which to transition into providing services independently within their respective regions of operations. Through the relationships created with businesses during the program and additional opportunities for assistance, the Marketing Centers will be in a position to pursue opportunities to provide continued support to rural businesses despite the end of support by the project. The Marketing Centers are exploring existing opportunities to link to other organizations and initiatives to support their operations as activities, transiting from ABAD program support to independent operation. For example, both the Guba and Jaliabad Marketing Centers are working with the OSCE on their regional economic development initiatives, which correspond with the Marketing Center's focus to provide technical assistance and business development services to rural entrepreneurs.

*Guba Marketing Center as alternative model:* As indicated previously, within the Guba Economic Corridor ABAD was not able to identify a suitable operator, and therefore requested and received approval from USAID for ABAD to operate the Guba Marketing Center directly. Although ABAD was disappointed that the Marketing Center selection process in the Guba Economic Corridor did not result in the selection of an operator, the arrangement provided an unexpected opportunity to assess the potential benefits of an alternative model for ABAD operations.

With the approach to select Marketing Center operators from among existing organizations rather than starting its own centers, the ABAD program aimed to take advantage of existing capacity in the rural areas. Five of ABAD's eight Centers were operated by companies created through the efforts of international development organizations. However, although the tender process was widely publicized and believed to have attracted the strongest applicant organizations, ABAD's market-driven approach was new to Azerbaijan and early on in program implementation it became apparent that ABAD Marketing Center personnel required ongoing and intensive training in the basic programmatic concepts of adding value and strengthening the marketing chain. As this capacity development component was necessary for all Marketing Center operators, not only the staff hired to work in the Guba Marketing Center, the ABAD program staff considered the direct operation of Marketing Center just as effective, if not more so, in terms of operations and management relations than Marketing Centers operated by existing companies. Therefore, the ABAD program considers this alternative model to be a viable option for future programmatic activities to promote rural economic development within the Azerbaijan context.

**ATTACHMENT I:****Cumulative Sales and Employment Increases by Marketing Center****Guba Marketing Center**

Client N°	Company or individual	Product	Increase in Sales (\$US)	Increase in Employment Male (person days)	Increase in Employment Female (person days)	Increase in Indirect Employment (person days)	Increase in Employment Total (person days)	Total number of Small holder Producers	Comments
1	SAFARI Co	cardboard packaging	759,063	4,212	1,805	540,766	546,782		The MC staff linked client with various producers in need of packaging, assisted in diversification of client base.
2	Mars LLC	natural juice	223,303	602	3,642	4,087	8,330	500	The MC staff assisted client in collection of fruit, and identified vendor of necessary equipment.
3	Elshan Kerimov	dog-rose	-	2,993	2,233	-	5,225		Not an active client at the end of the program. In 2006, MC staff assisted client in sale of products and collection of fruit supply.
4	"Shabran-D"	bio-humus	190,057	2,758	-	8,960	11,718		Client received grant for purchasing California red worms to produce bio-humus.
5	Mammadhuseyn Mammadov	apple	508,672	2,597	800	9,686	13,083	6	Client received grant for purchasing of tractor and chemical sprayer.
6	Vladimirovka Fruit Association	apple	38,642	380	-	736	1,116		Not an active client at end of program.
7	Pak Nur	mill	521,241	3,737	7,283	5,479	16,499	100	Client received grant for purchasing new bakery truck began and expanded his business beginning production of macaroni.
8	Adam Akhmadov	grain	72,219	158	-	1,001	1,159		Not an active client at end of program.
9	Abdulla Jabbarov	meat	122,927	664	158	10,595	11,418	5	
10	Gadim Guba	carpets	102,652	490	5,945	899	7,334	30	Client received TA's from ABAD several times, including development of website and other assistance, and identification of potential buyers.
11	SAF	juices	2,581,494	4,370	7,838	121,700	133,907	225	ABAD assisted in fruit and vegetable supply organization.
12	Qafgaz Cannery	cannery	3,126,615	713	855	147,398	148,966	220	MC staff linked client with farmers to





## Salyan Marketing Center

Client N°	Company or individual	Product	Increase in Sales (\$US)	Increase in Employment Male (person days)	Increase in Employment Female (person days)	Increase in Indirect Employment (person days)	Increase in Employment Total (person days)	Total number of Small holder Producers	Comments
1	Gafarov Sardar	watermelon	241,811	4,218	4,012	11,400	19,629	16	MC staff found fertilizer, seeds and other necessary inputs to achieve abundant harvest. Also assisted to find leased truck to secure intensive transportation of harvest to buyers.
2	"Nihal" LLC	fish	95,006	2,565	1,565	295	4,425		ABAD program negotiated with government officials and maintained intensive water supply for fish hatchery; and assisted to identify regular buyers.
3	Gasimov Vilayat	pomegranate	107,314	3,136	493	5,059	8,688	5	MC staff helped client to combat pests and identified buyers in Russia
4	Zeynalov Tofiq	watermelon	283,149	4,385	4,543	13,349	22,276	6	See comments of client № 1
5	Zeynalov Agazade	wheat	396,453	6,634	238	5,497	12,368	34	MC staff connected client with other wheat producers and supported client in transportation of wheat and identified a number of buyers.
6	Zeynalov Vugar	clover	469,586	8,876	333	190,314	199,523	40	See comments of client № 1
7	Nuriyev Isa	cucumber	297,234	4,069	3,610	11,375	19,054	10	See comments of client № 1
8	"Gunesh" Farm	watermelon	115,480	1,965	1,427	5,444	8,836	10	See comments of client № 1
9	Gafarov Rashadat	watermelon	127,009	2,896	2,198	5,988	11,081	12	See comments of client № 1
10	Mammad Farm	clover	132,542	4,519	222	6,248	10,989	28	See comments of client № 1
11	Elman Salmanov	watermelon	81,157	1,755	1,949	3,826	7,530	16	See comments of client № 1
12	Aliyeva Saadat	bakery	88,700	158	808	932	1,898		Client received grant to purchase new double-rack oven and enabling an increased production

									capacity.
13	Eldar Veliyev	cucumber	341,171	4,164	3,235	13,056	20,455	6	See comments of client № 1
14	"Jamalkhan" Farm	cannery	984,122	13,110	15,623	51,992	80,725	370	Client received TA for a production of milk products with high quality. MC staff found buyers for this client from Canada, Russia and Kazakhstan and helped client to achieve export of products.
<b>Total Salyan</b>			3,760,734	62,450	40,253	324,775	427,478	553	

## Jalilabad Marketing Center

Client N°	Company or individual	Product	Increase in Sales (\$US)	Increase in Employment Male (person days)	Increase in Employment Female (person days)	Increase in Indirect Employment (person days)	Increase in Employment Total (person days)	Total number of Small holder Producers	Comments
1	Jalilabad Broiler	chicken	1,348,899	4,908	27,360	63,591	95,860		MC staff helped client to get loan from National Fund for Entrepreneurs Support and client achieved increased production; MC staff provided support to for product sales in neighboring regions and Baku.
2	Elvin 2 Co	potato	1,977,800	4,718	8,566	69,107	82,391	60	Client received grant to for construction new cold storage facility.
3	Hasilli	meat/milk	191,006	2,148	918	6,285	9,352		MC staff helped client in artificial insemination to breed a new variety of cow; also provided support for veterinary services and sales of meat and dairy products.
4	Agayev Hafiz	peas	11,280	317	-	532	848		Not an active client at end of program.
5	Jafarov Ilyas	flour mill	228,137	2,834	-	4,058	6,892	1,314	Client received grant to supply flour mill with new and stable electricity power.
6	Mirzayev Rauf	wheat	6,626	127	32	92	250		Not an active client at end of program.
7	Seyfullayev Ilgar	tomato	10,878	760	665	346	1,771		Not an active client at end of

									program.
8	Turan Farm	tomato	4,640	2,280	1,520	148	3,948		Not an active client at end of program.
9	Turan Farm	cucumber	8,000			306	306		Not an active client at end of program.
10	Askarov Firdovsi	sunflower	788,369	950	2,407	37,166	40,523	109	MC staff helped client to find new equipment, maintained link between farmers and client for a intensive collection of sun-flowers and found buyers in Baku for sale of ready products.
11	Akhmedov Talverdi	cucumber	1,722	760	1,140	66	1,966		Not an active client
12	Farajov Telman	furniture	197,795	538	-	5,961	6,499		Client received grant to purchase new table saw for furniture production.
13	Azersun Holding	various	809,777	-	-	38,175	38,175	4,600	ABAD program hired consultant to provide advises to sugar-beet producers in more than 10 regions of Azerbaijan; assisted in linking producers and client for supply of sugar beets, enabling an increase in client production capacity.
<b>Total Jalilabad</b>			<b>5,584,929</b>	<b>20,341</b>	<b>42,608</b>	<b>225,833</b>	<b>288,781</b>	<b>6,083</b>	

## Lenkoran Marketing Center

Client N°	Company or individual	Product	Increase in Sales (\$US)	Increase in Employment Male (person days)	Increase in Employment Female (person days)	Increase in Indirect Employment (person days)	Increase in Employment Total (person days)	Total number of Small holder Producers	Comments
1	Astara Chay	tea	223,617	2,343	4,940	10,542	17,825	263	Client received grant to purchase new pieces of tea cleaning and drying equipment and increased production capacity. Using new equipment he achieved to produce high quality of tea and attracted number of stable buyers from Baku.
2	Gafgaz	agribusiness	1,920,473	1,093	2,359	90,537	93,989	500	ABAD program hired 3 consultants that were responsible to supply these 4 canneries (№ 2, 3, 4, 5) with vegetables on regular bases. Because of stable and sufficient amount of supply, the canneries increased their production capacity.
3	Optimal	agribusiness	774,699	1,441	1,742	36,522	39,704	600	See notes of client № 2
4	Real	agribusiness	354,708	1,330	1,615	16,722	19,667	300	See notes of client № 2
5	Umman	agribusiness	322,755	1,631	1,694	15,216	18,541	150	See notes of client № 2
<b>Total Lenkoran</b>			3,596,252	7,837	12,350	169,539	189,726	1,813	

## Sheki Marketing Center

Client N°	Company or individual	Product	Increase in Sales (\$US)	Increase in Employment Male (person days)	Increase in Employment Female (person days)	Increase in Indirect Employment (person days)	Increase in Employment Total (person days)	Total number of Small holder Producers	Comments
1	Rauf Hajiyev	furniture	90,189	966	63	2,718	3,747		Client received grant to purchase new table saw for furniture production.
2	Latif Latifov	honey	70,926	442	143	3,344	3,928		Client received grant to purchase new 2 pieces of US made equipment for honey production, enabling efficient production of high quality honey.
<b>Total Sheki</b>			161,115	1,408	206	6,062	7,675		

## Zagatala Marketing Center

Client N°	Company or individual	Product	Increase in Sales (\$US)	Increase in Employment Male (person days)	Increase in Employment Female (person days)	Increase in Indirect Employment (person days)	Increase in Employment Total (person days)	Total number of Small holder Producers	Comments
1	Shabanogullary LLC	mineral water	4,170	428	285	0	713		Not an active client at end of program.
2	Dibirov Akhmad	Persimmons	63,000	1,583	222	2,970	4,775		Not an active client at end of program.
3	Zuganov	hazelnut	475,739	127	491	65,718	66,336	1,200	Client received grant to purchase jute sacks, electronic sales and facilitating processing place with asphalt yard.
4	Alidjanov A idjan	hazelnut	1,743,643	1,180	454	240,866	242,499	3,000	See notes of client № 3
5	Azuga LLC	hazelnut	70,500	668	2,196	9,739	12,602	1,680	Client received grant to purchase new hazelnut de-husking machine. That machine serves a lot of farmers and frees them to de-husk their product manually increasing production efficiency and sales.
6	Movladdin Gurbanaliyev	honey and honey-comb production	7,338	396	79	346	821	200	Client received grant to purchase equipment that produces honey-comb bases for his own business and neighboring farmers.
<b>Total Zagatala</b>			2,364,390	4,380	3,726	319,639	327,746	6,080	

## Tovuz Marketing Center

Client N°	Company or individual	Product	Increase in Sales (\$US)	Increase in Employment Male (person days)	Increase in Employment Female (person days)	Increase in Indirect Employment (person days)	Increase in Employment Total (person days)	Total number of Small holder Producers	Comments
1	Araz T	grape	8,900	1,710	1,140	191	3,041		Not an active client at end of program.
2	Tarana Hasanova	bakery	6,567	-	-	69	69		Not an active client at end of program.
<b>Total Tovuz</b>			15,467	1,710	1,140	260	3,110		

## Gazakh Marketing Center

Client N°	Company or individual	Product	Increase in Sales (\$US)	Increase in Employment Male (person days)	Increase in Employment Female (person days)	Increase in Indirect Employment (person days)	Increase in Employment Total (person days)	Total number of Small holder Producers	Comments
1	Sevinc beauty salon	hair dressing services	49,351	289	1,345	14	1,648		Client received grant to facilitate her beauty salon with different type of furniture.
<b>Total Gazakh</b>			49,351	289	1,345	14	1,648		

## Cumulative all ABAD MCs

	Increase in Sales (\$US)	Increase in Employment Male (person days)	Increase in Employment Female (person days)	Increase in Indirect Employment (person days)	Increase in Employment Total (person days)	Total number of Small holder Producers
<b>Grand Total</b>	23,810,853	122,593	132,581	1,897,453	2,152,628	15,615

*Important Note: The breakdown of male and female employees is only available for direct employment. The indirect employment coefficient does not measure per gender.*

### *Mission and Achievements of the Program*



*Farmer Mammadhuseyn Mammadov with his employees receive a tractor and sprayer delivered from Belarus with the support of the ABAD program*

The primary goal of the USAID-funded Azerbaijan Business Assistance & Development (ABAD) Program is to stimulate economic growth in the regions. We work directly with rural businesses to strengthen supply chains, close the gap between buyers and producers, improve technical skills of rural businesses and producers, and facilitate sales. Assistance is provided through regional Marketing Centers which act as sales agents and business consultants, identifying opportunities to add value to products, introducing local businesses to viable markets, and accessing technical assistance to adapt locally produced products to meet market requirements through packaging, design, delivery and quality improvements.

ABAD has provided continual direct assistance to 45 businesses. The results achieved demonstrate significant increase in sales as well as employment of the businesses associated with the program. The results, measured in increased sales and employment reflect the growth and impact in the businesses assisted. For the last semester (August 2006 - January 2007), attributable sales increase was approximately 4.02 million USD and attributable employment (both direct and indirect) increase was approximately 417 thousand person days.

### *US Ambassador Opens Cold Storage Facility in Jalilabad*

On November 1, 2006, the ABAD program inaugurated a cold storage facility at the "Elvin 2" company, constructed with grant support from USAID. US Ambassador Anne Derse, Jalilabad Executive Committee Head Aziz Aliyev, the business owner Agagulu Huseynov, a representative of the Cabinet of Ministers Ramin Talibli and the ABAD Lenkoran Economic Corridor Coordinator Adalet Nehmetov, spoke at the ceremony. Each of the speakers referenced the significance of this project for the development of the rural economy in the region. The event attracted local and national media representatives.

This new cold storage system - which will enable multiple farmers to store potatoes and other vegetables for months after the harvest will help the farmers to better position themselves in response to market demands. Due to the lack of commercial cold storage units in the Jalilabad area, like most local farmers "Elvin 2" has historically shipped their product soon after harvest, flooding the market during these initial months and creating a scarcity of local produce during the other months. Within the first six months after installation of the cold storage facility, coupled with the increased demand from newly identified buyers, the Company's sales increased by 150% and business owner projects an additional 200% increase during the next six months.



*U.S. Ambassador Anne Derse, Executive Committee Head of Jalilabad Aziz Aliyev, Leading Specialist of the Cabinet of Ministers Ramin Talibli and Agagulu Huseynov at the cold storage facility*

### *Upcoming events*

- In February and March ABAD, in cooperation with "Azerbaijan Sugar Production Union" Ltd (a division of Azersun Holding) will organize workshops for farmers and agronomists to explain and demonstrate proper sugar beet cultivation and weeds control. The joint workshop will be led by Nizami Garayev, ABAD agronomist, and representatives of Azersun's Imishli based sugar beet plant.
- In March, a group of Azerbaijani entrepreneurs will participate in the training 'Irrigation Systems for Intensive Crop Production' to be held in Israel. The training was designed through joint cooperation of the Ministry of Foreign Affairs of Israel and USAID through both ABAD and START (Strategic Technical Assistance for Results with Training). The participants were selected through a competitive process.



## *“Let's Flourish Azerbaijan Together”*



*Farmers can now adjust their production in accordance with the requirements of the processing plants*

Years of little or no direct communication, and lack of experience with pre-established prices and contracts, the producers and processors in Azerbaijan have little reason to trust one another. Thus far, there is little tangible evidence that this situation has changed. However, by exploring financial incentives to work together there is a possibility that the two sides will move towards developing more formal relationships.

On October 19, 2006 ABAD, in conjunction with the local department of the Ministry of Economic Development conducted a Business Promotion Event in Guba. Seventy-three (73) small holder producers operating in the Guba-Khachmaz Economic Corridor, representatives of agricultural departments of local municipalities, executive committee members, representatives of the regional agro-scientific center, representatives of international organizations and agronomists in the region participated in the event. Representatives of the two largest processing plants in the country “SAF” LLC and “Qafqaz Tinned Food Factory” (a division of

“Azersun Holding”) were invited to present their companies, discuss the advantages of direct farmer-processor collaboration and explain the types of produce they require.

Both processing facilities spoke of the financial benefits to establishing long term relationships with their businesses. Both have plans to provide fertilizers and equipment to farmers who sell the factories their produce for at least two years. During the forum community members voiced multiple concerns, from the price of fertilizers, equipment and agro technical advice, to delivery details and confusion regarding forward contracts and price negotiation. This dialogue and others are the first steps toward mending and creating market linkages.

### *Rural Women's Day Celebrated in Guba and Jalilabad*

With the active participation of young Azerbaijani lawyers from the American Bar Association Central European and Eurasian Law Initiative (ABA-CEELI) ABAD celebrated World Rural Women's Day in the regions of Azerbaijan. The idea of an annual World Rural Women's Day to honor rural women began at the UN Conference for Women in Beijing in September 1995. Women entrepreneurs involved in agriculture and small businesses in the northern and southern regions, as well as representatives of local NGOs, participated in two round table meetings in Guba and Jalilabad that were held on October 13th and 16th, 2006 respectively.

The participants discussed the primary hindrances preventing women from owning a business and suggested ways to mitigate those constraints. The main hindrances mentioned include: lack of knowledge of basic business skills, lack of knowledge of legal framework, regulations and protections as a business owner, and various impediments to access credit. Women pointed out that in fact gender stereotypes, including male perceptions and traditional, cultural barriers are real obstacles for them to pursue activities outside of their household duties. Most women struggle to combine housekeeping, care of their husbands and children, and daily assistance to their husband's business activity and thus never pursue their own entrepreneurial ideas.



*Women at the forum discuss how to develop business*

As follow-up to the round table discussions, ABAD presented a comprehensive list of the hindrances and recommendations to international organizations and local NGOs to identify the best ways to support not only the participants of these events, but rural women throughout Azerbaijan.

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### *Interactive Business Forum in Guba District*



*Group discussions during the Business Forum in Guba*

The USAID funded Azerbaijan Business Assistance and Development Program (ABAD), in cooperation with the local department of the Ministry of Agriculture and Ministry of Economic Development organized a Business Forum entitled "Prospects of economy and agriculture development in Guba-Khachmaz economic region" on April 10, 2007.

In total, more than 100 people attended the event. This was the first interactive forum that brought together government representatives, private business representatives, financial institutions, non-governmental organizations and the local farmers and entrepreneurs in one room to interact and discuss hindrances and potential activities for development.

The speakers shared useful information with participants: Sabir Valiyev, Ministry of Agriculture representative provided information on the agricultural potential in the region. Afgan Ilyasov, representative from the National Fund to Aid Entrepreneurship, gave a speech on the process to obtain credit from the National Fund to Aid Entrepreneurship.

One of the interesting issues discussed during the forum was the benefits of establishing farmer unions or associations raised by Ahmad Aliyev, representative of the NGO "Economic Development and Support to Agricultural Projects."

"Qafqaz Canning" Factory Director Mehmet Ali Brechoglu spoke about the demand from Qafqaz Cannery and their initiatives to create sustainable supply chain linkages. The "Unileasing" Leasing company representative Emin Karimov gave information on the financial tool of leasing and how to access credit.

The farmers were divided into 5 groups to organize group discussions on business development complexities and suggestions for improvement and thereafter each group representative made presentations. Throughout the forum each presentation was followed with lively, interactive discussions. The farmers spoke openly with the government and private business representatives about their frustrations and were optimistic about the potential for development and improvement. The hindrances and suggested improvements shared by the farmers and entrepreneurs will be compiled and forwarded to the relevant organizations.

Thus, the aim of the business forum to create a dialogue between local entrepreneurs and relevant governmental agencies and financial institutions was achieved and, in general the forum played a role of establishing a "bridge" between these parties.

### *Business Advisors and Farmers Increased Knowledge on Safer Pesticide Use*

On June 11-12, 2007, the international training consultant Alan Shroeder, PhD, MBA, Agricultural and Environmental Analyst provided a training on "Safer Pesticide Use" for the Business Advisors and short-term business consultants of all four Marketing Centers (MC) of the Azerbaijan Business Assistance and Development Program (ABAD) and several ABAD clients specialized in farming, at 'Austin Hotel' in Baku. The participants also included a representative of Soil Studies Institute of Azerbaijan Academy of Sciences and partner organization "Aktivta" Azerbaijani Agri-Input Dealers Association.

During interactive sessions, training participants increased their knowledge, shared information, and received valuable data on pesticide use, including purchase, transport, storage, spraying, cleanup, and disposal of pesticides. One of the main themes of the training, and an area of interest for the participants, included topics related to environmental and occupational safety issues related to pesticide use. The consultant provided information on health issues related to the use of pesticides and the role of first aid treatment to mitigate the hazardous affects to humans in the case of inappropriate pesticide use. As part of the training, the participants received materials on Integrated Pest Management (IPM) adopted by USAID as official policy in dealing with pest management and enhancing agriculture value chain management.



*ABAD Business Advisors and Farmers at the Safer Pesticide Use Training*

Participants shared information about the theory and practical issues related to the use of pesticides for crops grown in Azerbaijan, and discussed the different techniques for pest management introduced by the training consultant. The topic of the unintended impact of pesticide use on non-target organisms and water was one area of particular interest for many of the participants. During the training the participants increased their awareness and level of knowledge regarding environmental assessments and the role of the 'Pest Evaluation Report and Safe Use Action Plan' (PERSUAP) as an environmental compliance tool for risk mitigation.

## Local Farmers' Study Tour in Estonia



*Azerbaijani participants at the actual production quarters at OG Elektra in Estonia trying the chicken processing equipment*

A group of 11 Azerbaijani businessmen travelled to Estonia to participate in the "Strategies to Strengthen the Market Chain" study tour on April 16 - 22, 2007, sponsored and organized by the United States Agency for International Development (USAID) through the Strategic Technical Assistance through Results with Training (START) and Azerbaijan Business Assistance and Development (ABAD) programs. The purpose of the tour was to provide opportunities for the entrepreneurs to learn from the expertise of several parts of the agricultural sector in Estonia, including existing farming and processing facilities and practically observe their experience in creating an integrated supply chain.

Throughout the tour the participants attended conferences and meetings with representatives from a number of governmental and private agricultural institutions of Estonia, including ministry departments, unions, chambers and private farms and processing facilities to share valuable information on agricultural policies and supply chain management, organizational practices and collaboration in the supply chain, tools and models of agricultural producers and sellers, agricultural techniques, contracting issues, product price calculations, incentive structures for strengthening the producer-processor relationship, unique ways for building up a supply chain, etc. Other issues highlighted included hindrances within the market supply chain and ways for overcoming them, and discussions regarding Estonian exporting experience and possibilities for establishing trade relations with the Azerbaijan counterparts.

In addition, the Azerbaijani entrepreneurs participated in the trainings provided by the Estonian Chamber of Agriculture and Commerce and Ministry of Agriculture on market regulations, agricultural marketing, and stimulation of rural economic growth and contractual relationship of agricultural producers.

All participants were extremely satisfied with the tour. One of them, Suraya Ismailova, the local farmer, was especially highly motivated by the site visit made to Werol Tehased Processing Plant, which is one of the famous grain processing plants in Estonia. Encouraged by the information provided by this entity, Suraya Ismailova had a brilliant idea of establishing a grain processing enterprise through submission of a grant proposal to the National Assistance Fund to Entrepreneurship under the Ministry of Economic Development. To follow through with this plan, Ms. Ismailova requested ABAD assistance in development of a grant proposal on grain processing, and subsequently submitted it to the aforementioned institution. At this time, the proposal remains under review and the result is pending.

## Entrepreneurs Promote their Goods and Services at Baku Food Industry Exhibition

On May 23 - 25, 2007, in collaboration with the USAID funded Azerbaijan Business Assistance and Development Program (ABAD), four ABAD clients and program staff participated at the Food Industry Exhibition in Baku to provide information about the program and promote client products and services. Participating ABAD clients included: "Shabran-D" LLC producing biohumus organic fertilizer; "Ginyat Ogullari" producing honey and royal jelly; "Safari" firm specialized in cardboard packaging; and Movladdin Gurbanalyev, beekeeper. Prior to the exhibition, as contribution for participation at the event, each of the ABAD clients provided 250AZN (US \$287) as a cost share for the exhibition booth.

During the exhibition, ABAD staff and clients distributed information and promotional materials, and provided comprehensive information to interested parties to promote linkages with potential buyers and other companies interested in partnership. In addition to private sector agents, governmental representatives, including the Minister of Agriculture of Azerbaijan expressed interest and had an official conversation with representatives of the ABAD booth during his tour through the exhibition. He stressed the significant role of USAID funded ABAD program in fostering rural economic development in Azerbaijan and was pleased to learn about achievements of ABAD clients participating at the exhibition.

All participating clients were satisfied with the results of exhibition in terms of its significance in accessing potential buyers and expanding their businesses.



*Elshan Rustamov, "Shabrab-D" enterprise representative providing information to visitors at the Food Industry Exhibition-Baku*

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## *Quba rayonunda interaktiv Biznes Forum keçirildi*



**Qubada Biznes Forum zamanı  
grup müzakirələri**

ABŞ Beynəlxalq İnkişaf Agentliyinin maliyyələşdirdiyi Azərbaycanda Biznesə Dəstək və İnkişaf proqramı (ABAD) Kənd Təsərrüfatı və İqtisadi İnkişaf Nazirliklərinin yerli Nümayəndəlikləri ilə əməkdaşlıq çərçivəsində 2007-ci il aprelin 10-da "Quba-Xaçmaz iqtisadi regionunda kənd təsərrüfatı və iqtisadiyyatın inkişaf perspektivləri" adlı Biznes Forum təşkil etmişdir.

Tədbirdə 100 nəfərdən artıq iştirakçı olmuşdur. Bu, hökumət nümayəndələrini, iş adamlarını, maliyyə qurumlarını, qeyri-hökumət təşkilatlarını və yerli fermer və sahibkarları bir araya gətirən və onlara inkişaf üçün potensial fəaliyyətləri və maneələri müzakirə etməyə şərait yaradan ilk interaktiv forum idi.

Tədbirdə çıxış edənlər iştirakçılara dəyərli məlumatlar verdilər: Kənd Təsərrüfatı Nazirliyinin nümayəndəsi Sabir Vəliyev regionda kənd təsərrüfatı potensialı haqda məlumat verdi. Sahibkarlığa Yardım Milli Fondun nümayəndəsi Əfqan İlyasov həmin fondan kredit götürülməsi prosesinə dair nitq söylədi.

Forum zamanı müzakirə olunan maraqlı məsələlərdən biri "İqtisadi İnkişafa və Aqrar Layihələrə Dəstək" QHT-nin nümayəndəsi Əhməd Əliyev tərəfindən qaldırılan fermer ittifaqlarının və assosiasiyaların yaradılması məsələsi olmuşdur. "Qafqaz Konserv" zavodunun direktoru Mehmet Əli Breçoğlu zavodun xammala olan tələbatları və davamlı təminat kanallarının yaradılmasında atdıqları addımlar barədə danışdı. "Unilizinq" lizinq şirkətinin nümayəndəsi Emin Kərimov lizinqin maliyyə xüsusiyyətləri və kreditin əldə olunma üsulları barədə məlumat verdi.

Forum zamanı fermerlər biznes inkişafının çətinlikləri və bu sahədə irəliləyiş üçün təklifləri müzakirə etmək məqsədilə beş qrupa bölünmüş və sonra hər qrupun nümayəndəsi müzakirə nəticələrini təqdim etmək üçün prezentasiya etmişdir. Prezentasiyaların ardınca canlı interaktiv müzakirələr davam etmişdir. Fermerlər üzlaşdıqları problemlər haqqında hökumət və fərdi biznes nümayəndələri ilə açıq şəkildə danışmış və inkişaf və təkmilləşmə üçün gələcək potensial barədə optimist olduqlarını bildirmişlər. Fermerlərin və sahibkarların forum zamanı müəyyən etdiyi biznes maneələri və təklif olunan təkmilləşmə məqamları toplanaraq müvafiq qurumlara ünvanlanacaqdır.

Beləliklə, forumun yerli sahibkarlarla müvafiq hökumət orqanları və maliyyə qurumları arasında dialoq yaratmaq məqsədinə nail olunmuş və ümumiyyətlə, bu forum adı çəkilən tərəflər arasında "körpü" rolunu oynamışdır.

## *Biznes məsləhətçiləri və fermerlər pestisidlərdən təhlükəsiz istifadə barədə biliklərini artırdılar*

2007-ci il iyunun 11-12-də beynəlxalq təlimatçı-konsultant, elmlər doktoru, biznes administrasiyası üzrə magistr, kənd təsərrüfatı və ətraf mühit üzrə analitik Alan Şröder Azərbaycanda Biznesə Dəstək və İnkişaf proqramının (ABAD) Marketing Mərkəzlərində çalışan biznes məsləhətçiləri və qısa müddətli biznes konsultantları, həmçinin ABAD-ın müştəriləri olan bir neçə fermer üçün Bakıda 'Austin Hotel' mehmanxanasında "Pestisidlərdən Təhlükəsiz İstifadə" mövzusunda təlim keçirmişdir. İştirakçıların arasında Azərbaycan Milli Elmlər Akademiyasının Torpqəşünəşliq İnstitutunun, habelə partnyor təşkilat "Aktivta" Gübrə, Toxum və Pestisid Ticarətçiləri təşkilatının nümayəndələri olmuşdur.

İnteraktiv təlim zamanı iştirakçılar biliklərini artırdı, məlumat mübadiləsi apardı və pestisidlərin istifadəsinə dair dəyərli məlumatlar topladılar; bu məlumatlara pestisidlərin alınması, daşınması, saxlanması, çilənməsi, təmizlənməsi və tullanması kimi detallar daxil idi. Təlimin əsas mövzularından biri və iştirakçıların maraq dairəsinə aid məsələ kimi, pestisidlərdən istifadəyə dair peşəkar təhlükəsizlik və ətraf mühitə təsir baxımından təhlükəsizlik məsələləri yer almışdır. Konsultant pestisidlərdən istifadə ilə əlaqədar sağlamlıq məsələləri və pestisidlərdən qeyri-müvafiq istifadə halları zamanı insanlara

təhlükəli təsiri azaltmaq məqsədilə göstərilən ilk yardımın rolu haqqında məlumat vermişdir. Təlimin bir hissəsi kimi, iştirakçılara ABŞ Beynəlxalq İnkişaf Agentliyi tərəfindən zərərvericilərin məhv edilməsi və kənd təsərrüfatında tələb təklif kanalının idarə olunması və əlavə dəyər artırılmasında rəsmi siyasət qismində qəbul olunmuş Zərərvericilərin Məhv Olunması Sistemi haqqında məlumat verilmişdir. İştirakçılar Azərbaycanda becərilən məhsullar üçün pestisidlərdən istifadəyə dair nəzəriyyə və praktik məsələlər barədə məlumat mübadiləsi apardılar və təlimatçı-konsultantın təqdim etdiyi zərərvericilərin məhv edilməsi üzrə müxtəlif üsulları müzakirə etdilər. Pestisidlərdən istifadənin nəzərdə tutulmayan orqanizmlərə və suya təsiri iştirakçıların əksəriyyətinin xüsusi marağına səbəb oldu. Təlim zamanı iştirakçıların ətraf mühit üzrə araşdırma haqqında, habelə riskin azaldılması üçün ətraf mühitə uyğunlaşdırma aləti kimi "Zərərvericilərin Qiymətləndirilməsi Hesabatı və Təhlükəsiz İstifadə üzrə Fəaliyyət Planı"-nın rolu barədə məlumatları və bilik səviyyələri artdı.



**ABAD Biznes məsləhətçiləri və  
fermerlər Pestisidlərdən  
Təhlükəsiz İstifadə təlimində**

## Yerli fermerlərin Estoniyada maariflənmə ekskursiyası



*Azərbaycanlı iştirakçılar Estoniyada OG Elektra istehsal müəssisəsində toyuq əti emal edən avadanlığı sınaqdan keçirərək*

On bir nəfərdən ibarət azərbaycanlı biznesmenlər qrupu 2007-ci il aprelin 16-22-də START və ABAD proqramları vasitəsilə ABŞ Beynəlxalq İnkişaf Agentliyi tərəfindən maliyyələşdirilən və təşkil olunan "Bazar zəncirinin möhkəmləndirilməsi strategiyaları" adlı tədris ekskursiyasında iştirak etmək üçün Estoniyaya səfər etmişlər. Ekskursiyanın məqsədi mövcud fərdi fermer və emal müəssisələri də daxil olmaqla Estoniyanın kənd təsərrüfatı sektoruna aid müxtəlif komponentlərin təcrübəsini öyrənmək və birləşmiş tələb təklif kanalının yaradılmasında onların təcrübəsini əyani şəkildə praktikada müşahidə etmək üçün sahibkarlara şərait yaratmaq idi.

Ekskursiya zamanı iştirakçılar, nazirlik departamentləri, birliklər, fərdi ferma və emal müəssisələri də daxil olmaqla Estoniyanın bir sıra hökumət və özəl kənd təsərrüfatı qurumlarının nümayəndələri ilə birlikdə kənd təsərrüfatı üzrə qanunları, tələb-təklif kanalının idarə olunması, təşkilati təcrübələri, təminat kanalı üzrə əməkdaşlıq, kənd təsərrüfatı istehsalçıları və satıcılarının alət və modelləri, kənd təsərrüfatı texnikası, müqavilə işləri, məhsul qiymətinin hesablanması, istehsalçı-emalçı əlaqələrinin möhkəmləndirilməsində həvəsləndirici mexanizmlər, təminat kanalının yaradılmasında

özünəməxsus yollar və s. məsələlər barədə məlumat mübadiləsi aparmaq üçün konfranslarda və görüşlərdə olublar. Müzakirə olunan digər mövzular bazar təminatı kanalında maneələr və onların qarşısının alınması yolları, Estoniyanın ixracat təcrübəsi və Azərbaycandakı tərəfdaşlarla ticarət əlaqələrinin yaradılması imkanlarına dair məsələlər olmuşdur. Bundan əlavə Azərbaycanlı sahibkarlar Estoniya Kənd Təsərrüfatı və Ticarət Palatası və Kənd Təsərrüfatı Nazirliyi tərəfindən təşkil olunmuş və bazarın tənzimlənməsi, kənd təsərrüfatı marketinqi, kənd yerlərində iqtisadi inkişafa təkan verilməsi və kənd təsərrüfatı istehsalçılarının müqavilə əsaslı əlaqələri mövzularını əhatə edən təlimlərdə iştirak ediblər.

Bütün iştirakçılar ekskursiyanın nəticələri ilə tam razı qalıblar. Onlardan biri yerli fermer Surayə İsmayılova dənli bitkilərin emalı üzrə Estoniyada ən məşhur zavodlardan biri olan Werol Tehased Emal Müəssisəsinə səfər etdikdən sonra onun yeni maraqlı ideyası formalaşmışdır: İqtisadi İnkişaf Nazirliyi nəzdində Sahibkarlığa Yardım Milli Fonduna layihə təklifi yazmaqla dənli bitkilərin emalı müəssisəsi yaratmaq.

Bu planı həyata keçirmək üçün Surayə xanım dənli bitkilərin emalı üçün layihə təklifi yazılmasına köməklik məqsədilə ABAD proqramına müraciət etmiş və nəticədə adı çəkilən quruma layihə təklifi təqdim etmişdir. Hazırda layihə təklifinə baxılır və nəticə gözlənilir.

## Sahibkarlar mal və xidmətlərini Bakı Ərzaq Sərgisində irəli çəkdi

2007-ci il mayın 23-25-də ABŞ Beynəlxalq İnkişaf Agentliyinin maliyyələşdirdiyi Azərbaycanda Biznesə Dəstək və İnkişaf proqramı (ABAD) ilə əməkdaşlıq çərçivəsində ABAD-ın dörd müştərisi və proqramın işçi heyəti proqram haqqında ümumi məlumat vermək və müştərilərin mal və xidmətlərini irəli çəkmək məqsədilə Bakıda keçirilən Ərzaq Sənayesi Sərgisində iştirak etmişlər. İştirak edən ABAD müştəriləri biohumus üzvi gübrəsi istehsal edən "Şabran-D" MMC, bal və arı südü istehsal edən "Qinyət Oğulları" şirkəti, karton qablaşma üzrə ixtisaslaşmış "Safari" şirkəti və arıçılıqla məşğul olan Mövləddin Qurbanliyev olmuşdur. Sərgidən əvvəl ABAD müştərilərinin hər biri tədbirdə iştirak üçün ödənilən məbləğin bir hissəsini ianə şəklində təmin etmək məqsədilə 250AZN (US \$287) ödəmişdilər.

Sərgi zamanı ABAD işçiləri və müştərilər potensial alıcılarla, habelə partnyorluqda marağı olan digər şirkətlərlə əlaqələr yaratmaq üçün informasiya materialları payladılar və maraqlanan şəxsləri ətraflı məlumatla təmin etdilər. Özəl sektor nümayəndələrindən əlavə, sərgiyə gələn hökumət nümayəndələri də öz maraqlarını ifadə etdilər; həmçinin Azərbaycanın Kənd Təsərrüfatı Naziri, onun üçün təşkil olunmuş sərgidə rəsmi gəzinti ekskursiyası zamanı ABAD proqramı ilə maraqlanmış və ABAD nümayəndələri ilə rəsmi söhbət aparmışdır.

O, Azərbaycanın kənd yerlərində iqtisadi inkişafa təkan verilməsində proqramın müstəsna rolunu vurğulamış və sərgidə iştirak edən ABAD müştərilərinin əldə etdiyi nailiyyətlər haqqında öyrənməyə məmnun olmuşdur. İştirak edən bütün proqram müştəriləri sərginin nəticələrindən razı qalmışlar, belə ki, potensial alıcılarla əlaqələrin yaradılmasında, habelə biznesi genişləndirmək imkanlarının əldə edilməsində sərgidə iştirak etməyin böyük əhəmiyyəti olmuşdur.



*"Şabran-D" müəssisəsinin nümayəndəsi Elşən Rüstəmov Bakı Ərzaq Sənayesi Sərgisində qonaqlara məlumat verərək*

## Əlaqə məlumatları

### ABAD Mərkəzi Ofisi

Ünvan: Üzeyir Hacıbəyov küç. 18, mən 86 Bakı AZ 1000, Azərbaycan

Tel: (994 12) 498 41 36; 493 52 78, Faks: (994 12) 498 32 73, E-poçt: office@abad.az İnternet səhifəsi: www.abad.az

### Cəlilabad Marketing Mərkəzi

Ünvan: Heydər Əliyev Prospekti 118, Cəlilabad, Tel/Faks: (994 114) 3-52-75, E-poçt: jabc@mail.ru

### Quba Marketing Mərkəzi

Ünvan: Vaqif küç. 11, Quba, Tel/Faks: (994 169) 5 60 93, E-poçt: kheyraddin@abad.az

**QEYD:** Bu informasiya bülletenində təqdim edilmiş məlumatlar ABŞ Hökumətinin rəsmi mövqeyini əks etdirmir və ABŞ Beynəlxalq İnkişaf Agentliyi (USAİD) və ya ABŞ Hökumətinin fikirləri ilə üst-üstə düşməyə bilər.

## Biz Kimik

Amerika Birləşmiş Ştatlarının Beynəlxalq İnkişaf Agentliyi (USAİD) tərəfindən maliyyələşən Azərbaycanada Biznesə Dəstək və İnkişaf Proqramı (ABAD) Beynəlxalq Xilasetmə Komitəsi (BXX) və onun tərəfdaşları 'Chemonics' və 'FLAG International' təşkilatları tərəfindən həyata keçirilir. Proqram ilkin olaraq öz köməkliyini regionlarda fəaliyyət göstərən Marketing Mərkəzlərinin yerli mütəxəssislərdən ibarət biznes məsləhətçiləri vasitəsilə həyata keçirir.

## Bizim Missiyamız

ABAD Proqramının məqsədi fermerlərə və kiçik fərdi müəssisələrə satışda artıma nail olmaq və yeni iş yerləri yaratmaqda yardım göstərməklə regionların iqtisadi inkişafına töhfə verməkdir. ABAD bu məqsədlərə nail olmaq üçün bazar əlaqələri yaratmaq və inkişaf etdirmək, texniki və biznes bacarıqlarını eləcə də idarəçilik mühitini təkmilləşdirmək istiqamətində birbaşa olaraq regionlarda fəaliyyət göstərən müəssisələr və yerli icmalarla əməkdaşlıq edir.

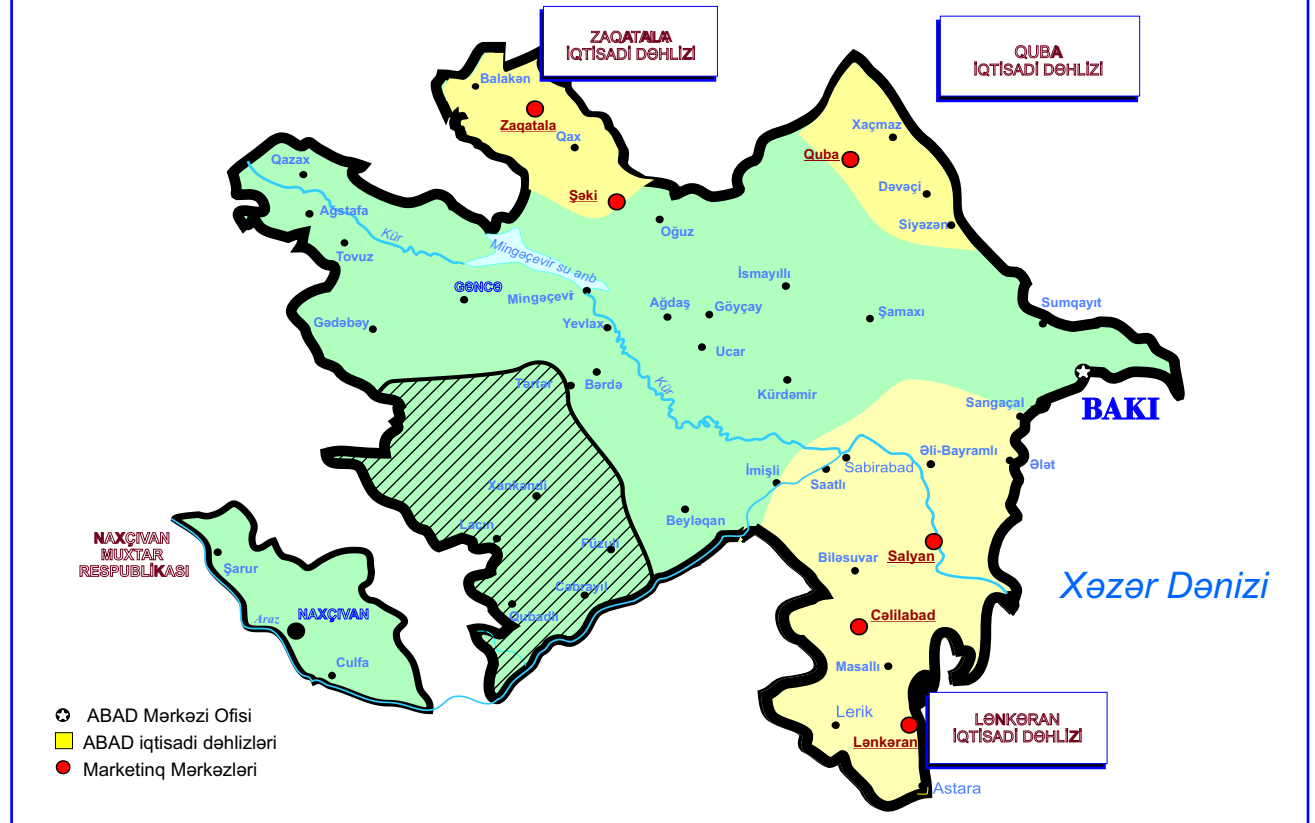
## Biz Harada Fəaliyyət Göstəririk

ABAD fəaliyyətini xəritədə təsvir edilmiş iqtisadi dəhlizlər daxilində həyata keçirir. Bu dəhlizlər Gürcüstan (Zaqatala vasitəsilə), Rusiya (Quba vasitəsilə) və İran (Lənkəran vasitəsilə) istiqamətində olan ənənəvi ticarət yollarını əks etdirir. ABAD Proqramı regional ticarət şəbəkələrindən istifadə etməklə rayonları şəhərlər və həmin şəhərləri Bakıda və ölkədən kənar fəaliyyət göstərən daha böyük bazar tələbləri ilə əlaqələndirir.

## Bizim Tərəfdaşlarımız

ABAD Proqramı birbaşa olaraq iqtisadi dəhlizlərdə fəaliyyət göstərən fermerlər, istehsalçılar və kiçik müəssisələrlə əməkdaşlıq edir və həmin müəssisələrə ehtiyaclarının təmin olunmasında yardım göstərir. Proqram regionlarda fəaliyyət göstərən müştərilərini yerli, daxili və beynəlxalq bazar tələblərinin təmin olunması istiqamətində əlaqələndirir. Biz, qadınlar və cəmiyyətin digər zəif qrupları tərəfindən idarə olunan müəssisələrlə əməkdaşlıq etməyi alqışlayırıq.

## ABAD İqtisadi Dəhlizləri



## Biz Fəaliyyətimizi Necə Qururuq

ABAD Proqramı bazar yönümlü yanaşmadan istifadə edir. Müştərilərimizi planlı iqtisadiyyatda geniş istifadə olunan “istehsal edə biləcəyini sat” yanaşmasından daha çox “sata biləcəyini istehsal et” yanaşmasına üstünlük verməyə həvəsləndiririk. ABAD biznes məsləhətçiləri hər hansı məhsula olan keyfiyyət, kəmiyyət, qablaşdırma və çatdırılma kimi bazar tələblərini müəyyən edir və bundan sonra həmin tələbləri qarşılamaq istiqamətində müəssisələr və fermerlərlə birgə işləyirlər. Biznes məsləhətçilər eyni zamanda alıcılar və istehsalçılar arasında əlaqə yaratmaqla qarşılıqlı bazar əlaqələrinin yaranmasına və ya mövcud münasibətlərin daha da möhkəmlənməsinə kömək edirlər. ABAD Proqramının icma iştirakını inkişaf etdirməsi regionlarda fəaliyyət göstərən fermer və fərdi təsərrüfatçıların göstərilən köməklikdən

faydalanmasını təmin edir. Biznes məsləhətçilərin yerli təsərrüfatlar və əlaqə şəbəkələri ilə tanışlığından əlavə Marketing Mərkəzləri öz müştərilərinə müxtəlif sahələrdə yardım göstərir və fayda verirlər. Onlar texniki, bazar və biznes məlumatları əldə etməkdə, yerli və beynəlxalq mütəxəssislərin məsləhət xidmətlərindən faydalanmaqda, kredit, avadanlıq və lizin xidmətləri barədə məsləhət və məlumatlar əldə etməkdə kömək göstərirlər. Bəzi hallarda biznes məsləhətçilər yeni avadanlıq və kənd təsərrüfatı texnikasının dəyərini ödəmək üçün grant yardımının göstərilməsində vasitəçi ola bilərlər. ABAD Proqramının Marketing Mərkəzləri müştərilərinə bazar əlaqələrinin yaradılması və gücləndirilməsində köməklik edir.

## ABAD-la İş Birliyinə Başlayın

ABAD özünün seçdiyi Azərbaycan regionlarında ticarət dövriyyəsini artırmaq və yeni iş yerləri yaratmaq potensialını irəli çəkir. Əgər siz regionlarda iş adamı, müəssisə sahibi, fermer və ya istehsalçı kimi fəaliyyət göstərirsinizsə və sizə:

- bazarınızı genişləndirmək və yeni istehsala başlamaq;
- istehsal etdiyiniz məhsulun keyfiyyətini artırmaq;
- bazar tələblərini qarşılamaq üçün yeni texnologiyalar tətbiq etmək;
- maliyyə və kredit əldə etmək imkanlarınızı araşdırmaq;
- alıcılar və/ya təchizatçılarla əlaqələri gücləndirmək;
- bazar münasibətlərinə uyğun olaraq yeni təşkilati və ya istehsal istiqamətlərini tətbiq etmək lazımdırsa,

bu halda əlavə məlumat əldə etmək üçün buyurub ABAD nümayəndələrinə müraciət edin; dəhlizlərdə fəaliyyət göstərən fərdi təsərrüfatçılar, müəssisələr və iş adamları yaxınlıqdakı Marketing Mərkəzinə müraciət etməlidirlər. Digər maraqlanan tərəflərdən və şəxslərdən ABAD-ın Bakı ofisi ilə əlaqə saxlamaq xahiş olunur.

### ABAD Mərkəzi Ofisi

Ünvan: Üzeyir Hacıbəyov küç. 18, mən 86  
Bakı AZ 1000, Azərbaycan  
Tel: (994 12) 498 41 36; 493 52 78  
Faks: (994 12) 498 32 73  
E-poçt: office@abad.az  
Veb səhifə: [www.abad.az](http://www.abad.az)

### Marketing Mərkəzləri

#### Quba Marketing Mərkəzi

Ünvan: Vaqif küç. 11  
Tel: (994 169) 5 60 93

#### Cəlilabad Marketing Mərkəzi

Ünvan: Heydər Əliyev Prospekti 118  
Tel: (994 114) 3-52-75

#### Lənkəran Marketing Mərkəzi

Ünvan: Mirmustafa Xan küç. 24  
Tel/Faks: (994 171) 5 31 29

#### Səlyan Marketing Mərkəzi

Ünvan: Xəlil Rza Ulutürk küç. 46  
Tel: (994 13) 5 18 71

#### Şəki Marketing Mərkəzi

Ünvan: Sabit Rəhman küç. 15  
Tel: (994 177) 4 30 90

#### Zaqatala Marketing Mərkəzi

Ünvan: Vidadi küç. 15  
Tel: (994 174) 5 54 22



**AZERBAIJAN  
BUSINESS  
ASSISTANCE &  
DEVELOPMENT**



**USAID**  
FROM THE AMERICAN PEOPLE



## Who We Are

The USAID-funded Azerbaijan Business Assistance & Development (ABAD) Program is implemented by the International Rescue Committee (IRC) with partners Chemonics and FLAG International. The program delivers assistance primarily through rural Marketing Centers staffed by business advisors who live and work in the regions.

## Our Mission

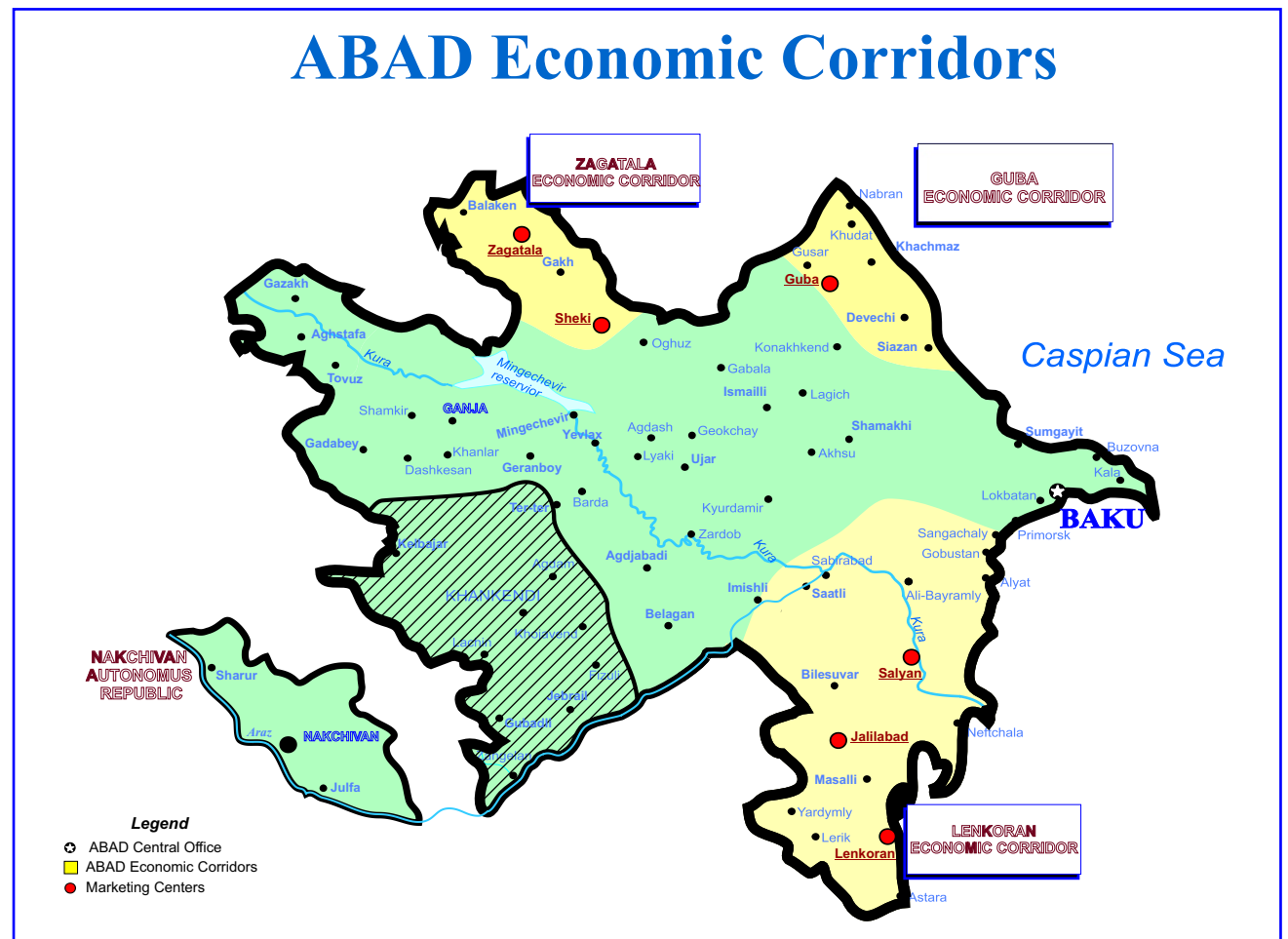
The ABAD program's aim is to stimulate rural economic growth by helping farmers and small private enterprises increase their sales and create new employment opportunities. ABAD achieves these goals by working directly with rural enterprises and local communities to create and strengthen market-linkages, improve technical and business skills, and improve the regulatory environment.

## Where We Work

ABAD focuses its efforts in the economic corridors shown on the map at right. These corridors represent traditional trade routes to Georgia (through Zagatala), Russia (through Guba) and Iran (through Lenkoran). The ABAD program utilizes these rural trade networks to link rural areas with intermediate cities, and these in turn with the demands of larger markets in Baku and outside the country.

## Our Partners

The ABAD program works directly with farmers, producers and small enterprises in the economic corridors, and with any businesses whose input needs can be met by these enterprises. The program seeks to link its rural clients with local, domestic and international markets. We welcome cooperation with enterprises run by women and other vulnerable groups.



## How We Work

The ABAD program employs a market-driven approach. Clients are encouraged to “produce what they can sell” rather than to “sell what they can produce” which was a common practice in the planned economy. ABAD business advisors identify specific product demands in the market, such as grade, quantity, packaging and delivery requirements, and then work to enable enterprises and farmers to meet those demands. The business advisors also serve as facilitators who help bring buyers and sellers together, creating new market linkages and strengthening existing ones. The ABAD program's focus on community participation ensures that program assistance

benefits the farmers and small-holders that provide critical market inputs. In addition to the business advisors' familiarity with local economies and networks of contacts, the Marketing Centers provide a variety of benefits to their clients. They can help access technical, market and business information, provide consultation from local and international experts, and provide advice and consultation on obtaining access to credit, including equipment and machinery leases. In some cases business advisors may be able to facilitate grant support to defray the cost of new equipment and machinery. The ABAD Marketing Centers are committed to providing the help needed to link their clients to their markets.



## Start Working with ABAD

ABAD promotes opportunities in select regions of Azerbaijan with the potential to increase commerce and create new jobs. If you are an entrepreneur, enterprise, farmer or producer working in the regions and you are looking to:

- expand and diversify your market;
  - improve the quality of what you produce;
  - adapt new technologies to meet market demands;
  - explore your finance and credit options;
  - strengthen relationships with buyers and/or suppliers;
  - apply new organizational or production flows in accordance with the market,
- then please contact ABAD representatives for more information.

Small holder producers, enterprises and entrepreneurs in the corridors should contact the nearest Marketing Center. Others please contact ABAD office in Baku.

### ABAD Central Office

**Address:** 18, Uzeyir Hajibeyov St., Apt. 86  
Baku AZ 1000, Azerbaijan  
**Tel:** (994 12) 498 41 36; 493 52 78  
**Fax:** (994 12) 498 32 73  
**E-mail:** office@abad.az  
**Website:** www.abad.az

### Marketing Centers

#### Guba Marketing Center

**Address:** 11, Vagif Street  
**Tel:** (994 169) 5 60 93

#### Jalilabad Marketing Center

**Address:** 118, Heydar Aliyev Ave  
**Tel:** (994 114) 3-52-75

#### Lenkoran Marketing Center

**Address:** 24, Mirmustafa Khan Street  
**Tel/Fax:** (994 171) 5 31 29

#### Salyan Marketing Center

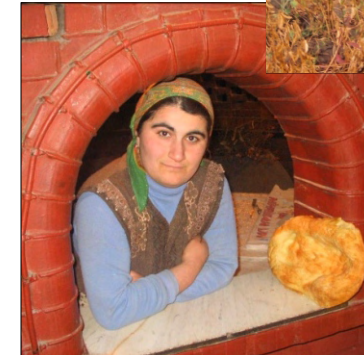
**Address:** 46, Khalil Rza Uluturk Street  
**Tel:** (994 13) 5 18 71

#### Sheki Marketing Center

**Address:** 15, Sabit Rahman Street  
**Tel:** ( 994 177) 4 30 90

#### Zaqatala Marketing Center

**Address:** 15, Vidadi Street  
**Tel:** (994 174) 5 54 22



**USAID**  
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## Biz Kimik

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## Bizim Missiyamız

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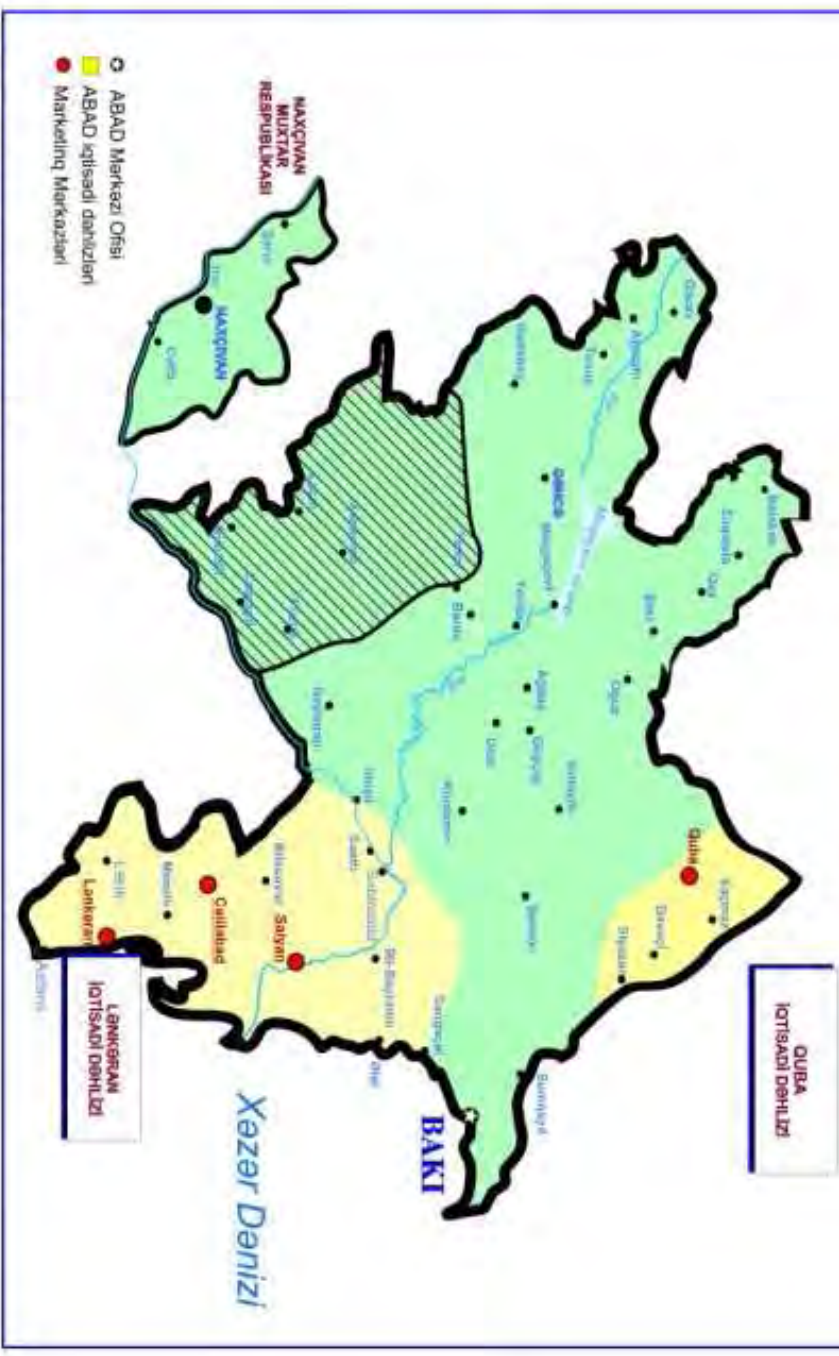
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ABAD fəaliyyətini xəritədə təsvir edilmiş iqtisadi dahtlızlar daxilində həyata keçirir. Bu dahtlızlar Gürcüstan (Zaqatala vasitəsilə), Rusiya (Quba vasitəsilə) və İran (Lənkeran vasitəsilə) istiqamətində olan ənənəvi ticarət yollarını əks etdirir. ABAD Proqramı regional ticarət şəbəkələrindən istifadə etməklə rayonların səhərlər və həmin şəhərləri Bakıda və ölkədən kənarada fəaliyyət göstərən daha böyük bazar tələbləri ilə əlaqələndirir.

## Bizim Tərəfdaşlarımız

ABAD Proqramı birbaşa olaraq iqtisadi dahtlızlarda fəaliyyət göstərən fermerlər, istehsalçılar və kiçik müəssisələrlə əməkdaşlıq edir və həmin müəssisələrə ehtiyaclarının təmin olumasında yardım göstərir. Proqram regionlarda fəaliyyət göstərən müştərlərimizi yerli, daxili və beynəlxalq bazar tələblərinin təmin oluması istiqamətində əlaqələndirir. Biz, qadınlar və cəmiyyətin digər zəif qrupları tərəfindən idarə olunan müəssisələrlə əməkdaşlıq etməyi əlqışlayırıq.

## ABAD İqtisadi Dahtlızları



## Biz Fəaliyyətimizi Necə Qururuq

ABAD Proqramı bazar yönümlü yanaşmadan istifadə edir. Müştərlərimizi planlı iqtisadiyyatda geniş istifadə olunan "istehsal edə biləcəyini sat" yanaşmasından daha çox "sata biləcəyini istehsal et" yanaşmasına üstünlük verməyə həvəsləndiririk. ABAD biznes məsləhətçiləri hər hansı məhsula olan keyfiyyət, kəmiyyət, qablaşdırma və çatdırılma kimi bazar tələblərini müəyyən edir və bundan sonra həmin tələbləri qarşılamaq istiqamətində müəssisələr və fermerlərlə birgə işləyirlər. Biznes məsləhətçilər eyni zamanda alıcılar və istehsalçılar arasında əlaqə yaratmaqda qarşılıqlı bazar əlaqələrinin yaranmasına və ya mövcud münasibətlərin daha da möhkəmlənməsinə kömək edirlər. ABAD Proqramının icma iştirakını inkişaf etdirməsi regionlarda fəaliyyət göstərən fermer və fərdi təsərrüfatçıların göstərilən köməklikdən

faydalanmasını təmin edir. Biznes məsləhətçilərin yerli təsərrüfatlar və əlaqə şəbəkələri ilə tanışlıqdan əlavə Marketing Mərkəzləri öz müştərlərinə müxtəlif sahələrdə yardım göstərir və fayda verirlər. Onlar texniki, bazar və biznes məlumatları əldə etməkdə, yerli və beynəlxalq mütəxəssislərin məsləhət xidmətlərindən faydalanmaqda, kredit, avadanlıq və lizing xidmətləri barədə məsləhət və məlumatlar əldə etməkdə kömək göstərir. Bəzi hallarda biznes məsləhətçilər yeni avadanlıq və kənd təsərrüfat texnikasının dəyərini ödəmək üçün grant yardımının göstərilməsində vasitəçi ola bilərlər. ABAD Proqramının Marketing Mərkəzləri müştərlərinə bazar əlaqələrinin yaradılması və gücləndirilməsində köməklik edir.

## ABAD-la İş Birliyinə Başlayın

ABAD özünü seçdiyi Azərbaycan regionlarında ticarət dövrüvəsini artırmaq və yeni iş yerləri yaratmaq potensialını irəli çəkir. Əgər siz regionlarda iş adanı, müəssisə sahibi, fermer və ya istehsalçı kimi fəaliyyət göstərirsinizsə və sizə:

- bazarınızı genişləndirmək və yeni istehsala başlamaq;
  - istehsal etdiyiniz məhsulun keyfiyyətini artırmaq;
  - bazar tələblərini qarşılamaq üçün yeni texnologiyalar tətbiq etmək;
  - maliyyə və kredit əldə etmək imkanlarınızı artırmaq;
  - alıcılar və/ya təchizatçılarla əlaqələri gücləndirmək;
  - bazar münasibətlərinə uyğun olaraq yeni təşkilatı və ya istehsal istiqamətlərini tətbiq etmək lazımdırsa,
- bu halda əlavə məlumat əldə etmək üçün buyurun ABAD nümayəndələrinə müraciət edin: dəhlizlərdə fəaliyyət göstərən fərdi təsərrüfatçılar, müəssisələr və iş adamları yaxınlıqdakı Marketing Mərkəzinə müraciət etməlidirlər. Digər maraqlanan tərəflərdən və şəxslərdən ABAD-ın Bakı ofisi ilə əlaqə saxlamaq xahiş olunur.

### ABAD Mərkəzi Ofisi

Ünvan: Üzeyir Hacıbəyov küç. 18, mən 86  
Bakı AZ 1000, Azərbaycan  
Tel: (994 12) 498 41 36; 493 52 78  
Faks: (994 12) 498 32 73  
E-poçt: [office@abad.az](mailto:office@abad.az)  
Web sahifə: [www.abad.az](http://www.abad.az)

### Marketing Mərkəzləri

#### Quba Marketing Mərkəzi

Ünvan: Vaqif küç. 11  
Tel: (994 169) 5 60 93

#### Cəlilabad Marketing Mərkəzi

Ünvan: Heydar Əliyev Prospekti 118  
Tel: (994 114) 3-52-75

#### Lənkəran Marketing Mərkəzi

Ünvan: Mirmustafa Xan küç. 24  
Tel/Faks: (994 171) 5 31 29

#### Salyan Marketing Mərkəzi

Ünvan: Xəlil Rza Ulutürk küç. 46  
Tel: (994 13) 5 18 71



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## Süni mayalanma nə deməkdir?

Süni mayalanma, erkək heyvanın spermasının xüsusi avadanlıq vasitəsilə dişi heyvanın bəliyinə daxil edilməsi yolu ilə həyata keçirilən reproduktiv texnologiyadır.

Süni mayalanma iqtisadi və praktiki cəhətdən çox əhəmiyyətli olub damazlıq və seleksiya işlərinin əsasını təşkil edir.

Hazırkı dövrdə heyvandarlığın daha sürətlə inkişaf etdirilməsində, yeni məhsuldar cinslərin yetişdirilməsində, yoluxucu xəstəliklərin yayılmasının qarşısının alınmasında və qısırlığın aradan qaldırılmasında süni mayalanmanın çox böyük təcürbi əhəmiyyəti vardır.

## Süni mayalanmanın əsas iki istiqamətli faydası vardır

### 1. Bioloji səmərəliliyin yüksəldilməsi

- ✓ Heyvanların mayalanması yüksək olur, təbii çütləşməyə nisbətən süni mayalanan heyvanlarda mayalanma 20-25% yüksək olur;
- ✓ Heyvanların cins tərkibi dəyişir, daha məhsuldar cinslər əldə olunur;



Süni mayalanma və təbii çütləşmədən alınan iki ayıq buzovlar

- ✓ Qısırlıqla mübarizə asanlaşır, hər 20-25 baş inəyə 1 baş törədici buğa saxlanmağa ehtiyac qalmır;+
- ✓ Xəstəliklərə qarşı profilaktiki tədbirlər aparmaq imkanı yaranır;
- ✓ Baytarlıq sanitariya işləri asanlaşır;

S №	Göstəricilər	Ölçü vahidi	Təbii çütləşmədə	Süni mayalandırma
1	1 baş buğa toxunu ilə mayalandırma bələcək inək və diyə	baş	35-40	1000-2000
2	Yeni doğulan buzovun çəkisi	kq	15-20	35-40
3	1 baş inəkdən il ərzində sağulan südün miqdarı	kq	1200-1500	3500-5000
4	12 aylıqda diri çəki (edlik)	kq	130-150	280-300
5	Hər 100 baş inəkdən bala alınması	baş	60-70	85-90

### 2. İqtisadi effektivliyin artırılması

- ✓ İnaklərin mayalanması ucuz başa gəlir;+
- ✓ Törədici buğaların saxlanması xərcləri olmur və ya çox cüzi olur;
- ✓ Bala almaq baxımından məhsuldarlıq yüksəlir;
- ✓ Süd sağımı baxımından məhsuldarlıq yüksəlir;

+ Hazırda Azərbaycanda torpaqlar şəxsi mülkiyyətə verilmişdir, otlar çox azdır, törədici buğaların saxlanması çox xərç tələb ediyindən saxlanmur, nəticədə qısırlıq artır

++ Müqayisə üçün göstərmək olar ki, bir baş törədici buğanın bir il saxlanmasına ortalama 400 AZN xərclənməklə çoxlu inək sət olursa, süni mayalanma zamanı bu artıq xərç və inək sətfiyyəti olmur



Süni mayalanma və təbii çütləşmədən alınan bir illik conqalar

- ✓ Qısırlıq azalır;
- ✓ Məhsuldar olmayan heyvanlar saxlanmur;
- ✓ Heyvandarlıq rentabelli olur.

## Xidmət təkliflərimiz

Süni mayalandırma xidməti respublikamızın cənub regionuna Cəlilabad Aqro Biznes Şirkəti MMC tərəfindən 2002-ci ilin may ayından gətirilərək tətbiq olunur.

Hal-hazırda kimi Hollandiyadan gətirilmiş Largo, Srrando, Robin, Qladston, Gello, Daan, Hüdson, Sitron, Limbo, Flaş cinslərinin, Türkiyədən gətirilmiş Marsal cinsinin və Amerika Birləşmiş Ştatlarından gətirilmiş Zetes cinsinin buğaların toxumları ilə süni mayalandırma aparılmışdır.

Cəlilabad, Masallı və Biləsuvar rayonlarında 778 baş inək və diyə süni mayalandırılmış, 564 baş buzov doğulmuşdur. Bala alınması və süni mayalanma işi davam edir.

Məsələn, Cəlilabad rayonunda yerləşən "Hasılı" MMC-də 35 baş inək və diyə süni yolla mayalandırılmışdır. Ətrafda yaşayan fermerlər bu təcürbəni görərək bundan yararlanmağa çalışmışlar.

Süni mayalanmanı təsərrüfatınızda tətbiq etmək istəyirsinizsə (inek və düylərin havəsə olduğu vaxt) bunun üçün telefonla:

- Cəlilabad Agro Biznes Şirkəti MMC-ə və yaxud Cəlilabad Marketing Mərkəzinə zəng edib ünvanınızı deyirsiniz.
- 1-3 saat ərzində (məsafədən asılı olaraq) Cəlilabad Agro Biznes Şirkəti MMC-nin süni mayalandırma texnikini təsərrüfatınızda qatışdırırsınız.
- Südlük və yaxud atlıq cins buğalarının toxumlarının hansından istifadəyinizi bildirirsiniz.
- Süni mayalandırma üzrə texnik heyvana baxış keçirir və toxum seçimi üçün təkliflərini deyir
- 15-20 dəqiqə ərzində heyvanınız istədiyiniz cinsin toxumu ilə mayalandırılır

Qeyd: Süni mayalanma il ərzində həftənin bütün günləri saat 900-dan 1800-dək aparılır.



*Süni mayalanma və təbii çütləşmədən alınan iki illik düylər*

### ABAD Mərkəzi Ofisi

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Veb sahifə: [www.abad.az](http://www.abad.az)

### Cəlilabad Agro Biznes Şirkəti MMC Cəlilabad Marketing Mərkəzi

Ünvan: Cəlilabad şəhəri  
H.Əliyev prospekti 118  
Tel: (994 114) 3 52 75  
Mobil: (050) 546 69 70  
(050) 380 92 17  
E-poçt: [jabc@mail.ru](mailto:jabc@mail.ru)

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## HEYVANDARLIQDA SÜNİ MAYALANMA



Broşür "Amerika xalqının maliyyə dəstəyi" ilə  
ABŞ-ın Beynəlxalq İnkişaf Agentliyi (USAID)  
tərəfindən nəşr olunub. Burada istifadə olunmuş  
fikirlər "Cəlilabad Agro Biznes Şirkəti" MMC-ə  
məxsusdur, USAID və ya ABŞ hökumətinin mövqeyini  
əks etdirməyə bilmir.



**USAID**  
AMERİKA XALQINDAN



## Why you should prefer artificial insemination at your household.

Artificial insemination is a reproduction technology using the special devices for injection of sperm directly in to the womb of the female cattle. The overall objectives of artificial insemination are to improve the change pedigree of the cattle and increase the cattle's overall productivity.

Artificial insemination is very important from both an economic and practical point of view since it forms the base of breeding and selection (selecting) activity.

Artificial insemination is the most practical way to develop animal husbandry rapidly, breed new productive pedigrees, prevent spread of infectious diseases and eliminate barrenness.

### Artificial insemination has two main

#### benefits:

#### 1. Upgrades biological effectiveness

- ☑ The level of cattle insemination is high, that is the level of insemination is 20-25% more



*2 months old calves born from artificial insemination and coupling*

compared with coupling.

- ☑ Overall quality of the stock is improved which leads to a more productive pedigree;
- ☑ Easier to struggle against barrenness. (At present all of the land areas are privatized in Azerbaijan, there is not enough pastureland and since the breeding of sires demand huge finances it is not preferred which results in barrenness);
- ☑ Allows to carry out preventive measures against diseases;

Easy to control veterinary and sanitation;

S №	Indexes	Unit	Coupling	Artificial insemination
1	Cow or heifer to be inseminated with 1 head of sire sperm	Head	35-40	1000-2000
2	Weight of the newly born calf	Kg	15-20	35-40
3	Amount of milk sold from 1 head of cow per year	Kg	1200-1500	3500-5000
4	Weight of 12 months old oxes (for slaughter)	Kg	130-150	280-300
5	Bearing per 100 head of cow	Head	60-70	85-90

#### 2. Upgrades economic effectiveness

- ☑ Insemination of cows is relatively cheap in comparison. (For example, on average, the annual cost of breeding one sire plus the associated labor is 400 AZN while in artificial insemination there is no need for additional expenses or efforts beyond the injection);
- ☑ No or little expenses required to keep sires;
- ☑ Bearing productivity is high;
- ☑ Milk productivity is high;
- ☑ Qısrıq azaltır;
- ☑ No need to maintain unproductive cattle;
- ☑ Ensures profitability and sustainability of cattle breeding business and sale of the cattle



*Yearling bulls born from artificial insemination and coupling*

products (milk, meat, etc.).

#### Service offer

The artificial insemination service has been provided by "Jalilabad Agro Business Company" LLC since May of 2002 year in southern region of the republic.

Up to the moment we have carried out artificial inseminations from the sperms of the sires Largo, Srrando, Robin, Gladston, Gello, Daan, Hudson, Siron, Limbo, Flash brought from Netherlands, Marshal brought from Turkey as well as Zetes brought from the United States of America

788 heads of cow and heifers were artificially inseminated through our organization in Jalilabad, Masalli and Bilasavar districts and 564 heads of calves were born. The process of bearing and artificial insemination is still ongoing.

We have artificially inseminated 35 heads of cow and heifers at "Hasilli" LLC since April 2005. The farmers operating in neighboring areas are also interested in this practice and want to benefit from it.

Please see below the pictures of the calves, bulls

and heifers born from artificial insemination and coupling in various phases of growing

**Please contact us if you are interested in applying the artificial insemination in your households (desired period by cows and heifers) as following:**

- Call "Jalilabad Agro Business Company" LLC or Jalilabad Marketing Center and give your address;
- "Jalilabad Agro Business Company" LLC's expert on artificial insemination will visit your household within 1-3 hours (depending on distance);
- Make us known whether you want to get sperm of either milk or slaughter variety;
- The expert on artificial insemination examines the cattle and gives recommendations on sperm selection;
- Your cattle will be inseminated with the ordered sperm within 15-20 minutes.

Note: Artificial insemination is done from 9 am -18 pm within the work week, all year long



*2 year old heifers born from artificial insemination and coupling*

### **ABAD Markazi Ofisi**

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Bakı AZ 1000, Azərbaycan  
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Faks: (994 12) 498 32 73  
E-poçt: [office@abad.az](mailto:office@abad.az)  
Veb sahifə: [www.abad.az](http://www.abad.az)

### **"Jalilabad Agro Business Company" LLC,**

#### **Jalilabad Marketing Center**

Address: Jalilabad town,  
H. Aliyev prospect 118  
Contact phone: (0114) 3 52 75 (office)  
Mobile: (050) 546 69 70, (050) 380 92 17  
E-mail: [jabc@mail.ru](mailto:jabc@mail.ru)

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# ARTIFICIAL INSEMINATION



**USAID**  
AMERIKA XALQINDAN



Broşür Amerika xalqının maliyyə dəstəyi ilə  
ABŞ-ın Beynəlxalq İnkişaf Agentliyi (USAID)  
tərəfindən nəşr olunub. Burada istifadə olunmuş  
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na məxsusdur, USAID və ya ABŞ hökumətinin mövqeyini  
əks eldirməyə bilmir.



Istehsalat emalatxanası

# SAIFAZRI

"SAFARI" firması

Ünvan: Qusar şəhəri, N.Şərifov küçəsi (SDK yolu)

Mob.: (050) 623 99 17; (050) 336 94 65

Tel: (0138) 5 49 07

KARTON TARA İSTEHSALI FIRMASI

# SAIFAZRI

Bazar rəqabətində

**Sizi İrəliyə Aparar!**



Bu bölgədə Amerika xalqına maliyyə dəstəyi ilə ASB-ni Bərxətdəq İctimai Agentliyi (USAID) inşaat etmişdir. Burada saxlanılan ümumiyyətlə "Safar" firmasının məhsuludur. USAID-in 2014-2015-ci illər üçün ASB-in inşaatına məqsətlə bəzi vəsaitlər ayırmaq.



"SAFARI" karton tara istehsalı müəssisəsi 2005-ci ilin avqust ayından Ousar şəhərində fəaliyyətə başlayıb. İstehsal gücü, dəqiqədə 30 metr karton olan müəssisədə 25 nəfər işçi çalışır.

"SAFARI" karton tara istehsalı müəssisəsi müştərilərin böyük hissəsinin qəbul etdiyi "məhsulu qablaşdırmağa görə qarşılıqlar" fikri ilə razılaşıb. Bu baxımdan müəssisə, Sizin tələb və arzularınızı, texniki-texnologiyamızın imkanlarını nəzərə alaraq məhsulu son dəcə uyğun qablaşdırmağa hazırdır.

"SAFARI" karton tara istehsalı müəssisəsinin müasir materiallar, yeni müxtəlif markalı karton və qofrakarton, müxtəlif bəzəklərdən istifadə etməsi müştəriyə geniş məhsul assortimentini təklif etməyə imkan verir.

- ✓ Qənnadı məhsulları;
- ✓ Meyvə, tərəvəz;
- ✓ Alqaqolu məhsullar;
- ✓ Serləşdirici içkilər;
- ✓ Məişət əşyaları;
- ✓ Süd məhsulları;
- ✓ Quru çay və digər yeyinti məhsulları üçün qablaşdırma.



"SAFARI" firmasının dizayner və texnoloqları Sizi, məhsulünüzü rəqiblərdən əhəmiyyətli dərəcədə fərqləndirəcək konstruksiya, dizayn və tərtibat elementləri təklif edə və yaxud hazırlaya bilərlər.

- ✓ Sifarişin icra müddəti sifarişin həcmindən asılıdır;
- ✓ Sifarişin qiymətləndirilməsində hər müştəriyə individual yanaşılır;
- ✓ Sifarişin istənilən yere çatdırılması;
- ✓ Kompleks sifariş zamanı güzəştlər nəzərdə tutulur;
- ✓ İstehsalçı tərəfindən məlın keyfiyyətinə zəmanət verilir.

"SAFARI" karton tara istehsalı müəssisəsi qofralı kartondan müxtəlif növ, korriqurasiya və ölçüdə, iki rəng kompozisiyasından istifadə etməklə tara istehsal edir. Sifarişçinin istəyinə əsasən taraya müxtəlif qablaşdırma aksesuarları da əlavə edilə bilər (arakesmə, araqatı ).

## Sizin Müəssisəni Müştərilərimiz Arasında Görməyə Çox Şad Olarıq!



Müasir yüksək texnoloji avadanlıqlar:

- ✓ ПАРЦИСТЕМ ЖТК-14 markalı qofralı-karton istehsalı xətti;
- ✓ ПАРЦИСТЕМ YTK yapışqan hazırlayan dəzgahı;
- ✓ ПАРЦИСТЕМ МФ-2 peçat dəzgahı;
- ✓ ПАРЦИСТЕМ РМ-3 rotasiya dəzgahı;
- ✓ ПАРЦИСТЕМ КТ-4 kəsici dəzgah

KT-125, 150, 175, 200 markalı karızdan istifadə etməklə müxtəlif ölçülərdə 3 və 5 qatlı qofralı karton tara istehsalına imkan yaradır.

Hal-hazırda "SAFARI" firması respublikamızda tanınmış "SAF", "Bakı Şərab-2", "Siyəzen Broylər", "AZKON", "Səhliyalı", "Fresh milk" və sair bu kimi müəssisələr üçün yüksək keyfiyyətli karton tara istehsal edir.



# SAFARI

## EVINİZİ «QƏDİM QUBA» XALÇILARI İLƏ BƏZƏYİN

Azərbaycanda qədim rəngsəyisə görə qızlar köçəndə ilk cəhizlik olunan əşyə gözəl və bəbətli xalça olurd. Xalçanın üzərindəki rəng çalarları və ornamentlər müxtəlif mənə daşıdığına görə qız-gəlinlər xalçanın seçiminə incəliklə yanaşırdılar, çünki xalça ruzi-bərəkət, amin-amanlıq, xoşbəxtlik və rahatlıq rəmzidir. Xalçamızın qədim ənənəsi bu günümüzdə də qorunub saxlanılmışdır. Bəli xalçalar hər kəsin zövqünü oxşayır, evinə gözəllik gətirir.

«Qədim Quba» xalçılıq məhsuləsi hər bir kəsin keyrinə ehtiyac və xalçamızın ən qədim adət-ənənələrini özündə əks etdirən xalçaları sizə təklif edir. Məhsulətdə Azərbaycan tarixini və mədəniyyətini özündə qoruyub saxlayan şübhəsiz ki, yarıdan 180 nəfər toxucu qədim meşhurlarımla kiçik xalçalar. Burada hər biri incəsənət əsəri sayılan xalçalar dəzgahlarında yaxı, zərif sənəm əlləri ilə toxunur.

Məhsulə qədim xalçaların (V-XIX əsrlər) toxunma ənənəsini qoruyub saxlayır. Həmən xalçaların rəng çalarları, ipiklərin təbii boyası, səthlə tam təkrar alınmaqla yenidən toxunaraq həyətə qoyulur. Hal-hazırda istehsal genişləndirilmək, müqarirlərin tələblərini qarşılamaq və xalçaların toxunma keyfiyyətini daha da artırmaq məqsədilə «Qədim Quba» məhsuləsinin nəzərdə yeni işpirci və boyaq sexi tikilib istifadəyə verilməkdədir. Xalçalar həm kinyəyi, həm də təbii boyalarla boyunmuş iplərlə toxunur. İşlərin təbii yolla boyanmasında birtikildən, birtik



kəllərindən və qabıqlarından, çiçək və ləçəklərdən, boyaq otlarından istifadə edilir. Bu iplərlə toxunan xalçalar müqarirlərin zövqünü oxşamaqla bərabər öz gözəlliyini və keyfiyyətini 100 illən sonra saxlamaq gücünə malikdir.

«Qədim Quba» MMC öz müqarirlərinə bir sıra yüksək keyfiyyətli xidmətlər göstərmişdir:

- \* Dünyanın məşhur kataloqlarından seçilməkdir;
- \* Qədim sənət (xalça) əsərlərindən çıxarır;
- \* Portretlərin xalça üzərində dəqiq və incəliklə toxunması;
- \* Süjet və digər bəstələrdə xalçaların toxunması;
- \* Müqarirlərdə boyaq seçiminə imkan (təbii, kinyəyi və hər iki rənglərdən bir yerdə istifadə).

Bu xalçaların ölçülərini seçliyə (40-60 arası seçliyə) yüksəkliyi, rəng çalarları dolğun, naxışları isə incə və gözəlcürpündür.

Xalçalarda təsvir olunan hər bir rəsm, hər bir ilmə sənəti qədim tarixdən danışır. «Əsrlərin nəğməsi», illərin dörd fəslə və digər xalçalar buna misal göstərmək olar.

Siz, əsl Azərbaycan xalçalarının nümunəsi ehtiyat «Qədim Quba» əhli evinə qonluq dəvət edirik!

Hörmətlə,  
Humayya Məmmədova  
«Qədim Quba» MMC-nin direktoru

### «İlin dörd fəslə»

«Süjet xalçadır. Qədim tarixi olan bu toxunma əsərində ilin dörd fəslə təsvir olunur. Bəli ki, Azərbaycanın təbii, tarixi, mədəniyyəti, eləcə də hər bir fəslin özünəməxsus keyfiyyəti burada ətilə gəlir.



### «Əsrlərin nəğməsi»

«Süjet xalçadır. Azərbaycan xalçaları kataloqundan götürülmüşdür. Adından göndüyü kimi, bu xalça Azərbaycanın tarixini, mədəniyyətini, incəsənətini demək olar ki, bütünlüklə özündə əks etdirir və sanki Azərbaycan haqqında «nəğmə danışır».



### «Qolla-Ciği»

«Qubanın Ciği kəndində qədim zamanlarda toxunmuş, dünyada ən məşhur Quba xalçalarından biridir və həmçinin, Ağ Göl kimi (ağ çimində toxunulmuş xalça) tanınır. Üzərində olan bəzi naxışlar insan qollarına oxşadıqlarına görə bu cür xalçanın qiymətli onda olan haşiyələrin çoxluğuna və «qollarını» sayına görə verilir.



### «Pirbədi»

«Bu məşhur xalçalardan, ənənə məxsus naxışları vardır. Davayının Pirbədi kəndində qədim zamanlarda yaranmış və bu xalçada Pirbədi kəndinin təsviri, heyvandarlığı, dəvə kəndliləri, gənəşin çıxıb-batması, məl-qorun, kəndin adət-ənənəsi, toğullar, təsvirlərdə istifadə olunan qədim ulduz xalçada təsvir olunub.





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“QADIM QUBA”

ÖZEL XALÇAÇILIQ MÜƏSSİSƏSİ



Böyük Amerika xalqını maliyyə dəstəyi ilə  
ABŞ-in Beynəlxalq İrəqlər Agentliyi (USAID)  
lərinədən nəşr olunub. Burada satılacaq ödəməyə  
İşlər "Çad Qubor" MMC-ə məxsusdur. (USAID) və  
yə ABŞ İdarəetmənin nəşriyyatı ilə əldəməyə bənzər



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**“GADIM QUBA”**

**Private Carpet-Making Company**



## Let "Gadim Guba" Carpets Adorn Your Houses!

Traditionally a beautiful and valuable carpet has always been one of the attributes of dowry for marrying girls in Azerbaijan. People used to make the best selection of a carpet according to color and ornaments since the carpet symbolizes richness, prosperity and happiness. Azerbaijani people have preserved this old tradition up to date. Now these historical carpets will bring beauty to your houses and satisfy need for high taste.

"Gadim Guba" private carpet-making company is pleased to offer you carpets resembling historical traditions and customs of Azerbaijani nation admired worldwide.

180 women weavers work in the company as a united family to produce masterpieces preserving ancient tradition, history and culture of our people. The carpets being unique as a work of art here are woven by tender women hands without interference of machine technology.

The company preserves weaving tradition of ancient carpets (I-XIX centuries) along with modern patterns. The color tinges, natural dying of yarns and density of the old carpet styles are revived in new weavings. The newly opened spinning and



dying workshop of the company helps to expand the production and reach international markets to meet increased demand of clients.

Chemically and naturally dyed yarns are used in carpet weavings. Plants, plant roots, herbs, flowers, petals and various

grasses serve as the main sources to dye the yarns naturally. The carpets woven with these yarns will preserve their beauty and quality for 100 years to come.

"Gadim Guba" LLC offers high-quality service to clients:

- \* Selection from the world famous catalogues;
- \* Weaving of ancient pieces of carpet;
- \* Weaving of portraits on carpet with high accuracy and elegance;
- \* Weaving of carpets on certain subject and style;
- \* Opportunity to select type of dying (natural, chemical or mix)

The carpets produced at the company have high density of looms (40-60 cm), bright colors, fine and fabulous patterns which make them distinguishable. Every color and weaver in these carpets tells us old history like "Song of the Centuries", "Four Seasons" and others.

I am pleased to invite you to "Gadim Guba" house where you can see Azerbaijani carpets!

Sincerely,

Humayya Mammadova

"Gadim Guba" LLC Director

### "Four Seasons"

-describes certain subject. This historical piece resembles four seasons of the year. "Four Seasons" embodies nature, history, culture and way of life for each season in Azerbaijan.



### "Song of the Centuries"

-tells a subject. This carpet describes Azerbaijan's history, culture and art as a whole as if "tells a tale" about Azerbaijan.



### "Qollu-Chichi"

-the history of this pattern which considered as one of the famous carpets of Guba dates far back in Chichi village of Guba and also known as "Ag Gul" (woven in white background). "Qollu Chichi" has the components resembling human arms and the number of edgings and so-called arms make this carpet valuable.



### "Pirabedli"

-this is also one of the oldest styles which have peculiar ornaments. The carpetweavers first woven in Pirabedli village of Derzechi region in old times and describes cattle-breeding, camel caravans, sunset and daybreak, of the village, tradition, bonfire as well as tools used by then local people.



## Fındıq məhsulunun keyfiyyətini artırmaq üçün, aşağıda göstərilən tövsiyələrə əməl edilməsi məqsəddəyigundur.

### FINDIĞ MƏHSULUNUN YIĞILMASI

- Fındıq məhsulu ancaq tam bioloji yetişdikdə, özünə məxsus xüsusi spesifik rəng aldıqda (qəhvəyi), silkələmə zamanı əksər məhsul tökülürsə yığıla bilər;
- İlk yığım zədəli fındıqların yığılaraq sahədən təcrid edilməsi ilə başlanmalıdır;
- Yığım və daşınmada ancaq cut kisələrdən istifadə edilməlidir;
- Fındıq məhsulu vaxtında yığılarsa, bu zaman qurutmaya sərf olunan vaxta qənaət olunur (məhsul bitkinin üstündə artıq 20% quruyur);
- Erkən didilərək aparılan yığım, kolun budaqlarının zədələnməsinə, kövrək olmasına, gələn ilin məhsuldarlığının aşağı düşməsinə, ümumiyyətlə bitkinin inkişafının zəifləməsinə səbəb olur;
- Məhsulun yetişməmiş yığılması yolverilməzdir - çünki bu, keyfiyyətlə yanaşı həmçinin ləpə çıxımını azaldır, gəlirin daha az olmasına səbəb olur;
- Fındıq yığımına başlamazdan əvvəl, bağda cərgə aralarının hazırlanması çox vacib məsələdir. Belə ki, yığma 5-10 gün qalmış, cərgə aralarının və kolun ətrafının otu çalınmalı, əlaq otlarından təmizlənərək çəmənləmə üsulu ilə ot sahədən çıxarılmalıdır;
- Sortun bioloji xüsusiyyətlərinə görə, bağda sort müxtəlifliyi varsa, sortların yetişmə müddətindən asılı olaraq (tezyetişən və



gecyetişən) məhsulun vaxtında və yetişəndə yığılması çox vacibdir;

- Sortun morfoloji xüsusiyyətlərindən asılı olaraq bəzi sortların qərzəyinin çox qısa olması (Qalib, Gəncə

- sortları və s.) nəticəsində məhsul yerə tökülür və itkiyə səbəb olur;
- Fındıq bir qayda olaraq gövdələr silkələnərək, kolda meyvələrin tədricən yetişməsinə nəzərə alaraq bir neçə gün fərqi ilə 3-4 yığım aparılaraq yığılır;
  - Fındıq məhsulu normal bir müddətdə intensiv yığılarsa məhsul itkisi az olar, xarici amillərin mənfi təsirlərinə məruz qalmaz (gəmiricilər və s.)

### MƏHSULUN DAŞINMASI

- Yığımdan sonra məhsulun daşınmasını təmiz nəqliyyat vasitəsilə, məhsulu sıxmadan, zədələmədən həyata keçirmək lazımdır;
- Məhsula yad cisimlərin qarışmasına imkan verilməməlidir;
- Daşınmada ancaq cut kisələrdən istifadə edilməlidir.

### FINDIĞIN QƏRZƏKDƏ SAXLANILMASI

- Qərzəkli fındıq, yığımdan sonra quru, təmiz, hava yaxşı cərəyan edən anbarlarda saxlanılmalıdır;
- Fındıq tığının hündürlüyü 40-50 sm-dən artıq olmamalıdır;
- Təzə yığılmış qərzəkli məhsul nəmli olduğu üçün, həddindən artıq isinmənin qarşısını almaq məqsədilə, gün ərzində dəfələrlə tez-tez qarışdırılmalıdır;
- Qərzəkli fındıq saxlanılan müddətdə, nəm torpaqla təmasda və nəm olmamalıdır.

### MƏHSULUN TƏMİZLƏNMƏSİ

- Fındıq məhsulu çox saxlanılmadan 3-4 gün müddətində qərzəyi büzüdükdən, solduqdan sonra təmizlənməlidir;
- Vaxtında təmizlənmiş fındıq məhsulunun keyfiyyəti yüksək olur;
- Fındıq məhsulu xarici mühit amillərinin (əsasən gəmiricilər) mənfi təsirlərinə məruz qaldığı halda, məhsul itkisinə gətirib çıxarır;
- Fındığın vaxtında təmizlənməsi, məhsul itkisinin qarşısını alır;

- Qərzəktəmizləyici maşınlar xeyli insan əməyini əvəz edir;
- Fındıq xüsusi maşınlarla təmizləndikdə vaxta qənaət edilir;
- Fındıq qərzəkdən qabığı zədələnmədən təmizlənməlidir;
- Bu halda məhsulun morfoloji görünüşü cəlbedici olur və xəstəliklərin, gizli çürümələrin yaranma ehtimalı və aflotoksinin əmələ gəlmə ehtimalı azalır.



### MƏHSULUN ÇEŞİDLƏNMƏSİ

- Zədəli, xəstə, çürümüş və qabığı çartlamış məhsulların çeşidlənməsi vacibdir;
- Aflotoksinin əmələ gəlməməsi üçün çeşidləmə aparılması çox mühümdür. Aflotoksinin mənfi təsirinə sadə bir misal çəkmək olar: 2006-cı ildə ancaq Zaqatala rayonunda təqribən 200 ton fındıq ləpəsi Avropa ölkələrindən geri qayıtmışdır, bunun maddi dəyəri təqribən 1 680 000 ABŞ dolları təşkil edir.

### MƏHSULUN QURUDULMASI

- Fındıq qərzəkdə anbarda saxlanılan müddətdə ilkin quruma prosesinin düzgün aparılması çox vacibdir;
- Qurutma düzgün aparılırsa gizli çürümələr və aflotoksinin əmələ gəlməsinin qarşısı alınır;
- Təmizlənmiş fındıq çeşidləndikdən sonra, 10-15 sm qalınlığında təbəqə ilə təbii yolla- günəşli günlərdə açıq havada təmiz asfalt üzərində və ya quru, təmiz hava yaxşı cərəyan edən üstüörtülü anbarlarda qurudulmalıdır;
- Fındıq gün ərzində dəfələrlə qarışdırılaraq nəmliyi 6% olanadək qurudulmalıdır;
- Fındıq məhsulunun yarımçıq qurudulması yolverilməzdir, bu xəstəliklərin mənbəyidir;
- Fındıq ləpəsində zülalların zənginliyini, yalnız tam qurutmaq və düzgün saxlamaqla təmin etmək olar;

- Fındıq məhsulunun təbii yolla günəş altında qurudulmasına üstünlük verilməlidir;
- Quruducu çənlərdə temperatur 35-40 dərəcəni aşmamalıdır.

### MƏHSULUN SAXLANMASI

- Məhsul quru havanın yaxşı cərəyan edə biləcəyi, təmiz üstüörtülü anbarlarda saxlanılmalıdır;
- Fındıq məhsulu ancaq cut kisələrdə saxlanılmalıdır;
- Fındıq məhsulu xəstəliklərdən mühafizə edilməlidir;
- Məhsul zədələnmədən mühafizə edilməlidir, əks təqdirdə xəstəliklərin əmələ gəlməsinə gətirib çıxarır;
- Aflotoksinin əmələ gəlməsinə əngəlləmək üçün, məhsul rütubətdən, nəmlikdən qorunaraq saxlanılmalıdır;
- Fındıq məhsulu, məhsul itkisinə yol verməmək üçün zərərvericilərdən (gəmiricilərdən) qorunmalıdır;
- Məhsul, çirklənməyə yol verilmədən, torpaqla təmasda olmadan saxlanılmalıdır;
- Məhsul kimyəvi maddələrdən, zəhərlərdən təcrid olunaraq saxlanılmalıdır;
- Normal şəraitdə saxlanılan fındıq məhsulunun keyfiyyəti qat-qat yüksək olur, gəlirin artmasına imkan yaranır;
- Keyfiyyətli və yüksək məhsul ancaq diqqətli qulluq sayəsində əldə edilə bilər;
- Keyfiyyətli məhsul daha çox gəlir əldə etməyə imkan yaradır.

Azərbaycan fındığının keyfiyyətini qorumaq, dünya bazarında layiqincə yer tutmasını təmin etmək üçün - fındıq bitkisinin becərilməsi, məhsulun yığılı, qurudulması, saxlanması və emal üsulları daim inkişaf etdirilməlidir.

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**AZERBAIJAN  
BUSINESS  
ASSISTANCE &  
DEVELOPMENT**

## FINDIQQ

## Keyfiyyətli Məhsul Yüksək Gəlir Deməkdir



**USAID**  
FROM THE AMERICAN PEOPLE



Xəstəliyin törədicisi **Pseudomonas Lachymans** Ferz bakteriyasıdır. Bakteriyə qabığın xırda yaralarından daxil olur və bitkini xəstələndirir.

Xəstəliyin təsiri nəticəsində ilk cüdcərtilər ilk gündən məhv olur, bir qədər böyük bitkilər isə inkişafdan dayanır. Maddələr mübadiləsi pozulur və meyvələrin əmələ gəlməsi zəifləyir, meyvələrin keyfiyyəti aşağı düşür.

### Mübarizə tədbirləri:

1. Yalnız sağlam toxumların yığılması;
2. Xəstəliyin ilkin simptomları zamanı bitkilərə funqisidlərdən birinin tətbiqi, funqisidlərin növbəli tətbiqi lazım olan vaxtda aparılmalıdır. Parniklərin və istixanaların dezinfeksiyası;

## Xiyarın mozaika (alabəzəklik) xəstəliyi.

Mozaika virus xəstəliyi olub törədicisi Cucumis virus xəstəliyidir. Xəstəlik əsasən qabıq fəsiləsindən olan bitkilərə zədələyir. Xəstəliyə tutulmuş bitkilərin yarpaqları çiləşir, eybəcərləşir, saralıb tamamilə qurururlar. Xəstəlik adətən tağın uc yarpaqlarında başlayır sonra gövdəyə və meyvələrə keçir.

Meyvələrin rəngi sarı-yaşıl, alabəzək olmaqla tam inkişaf etməmiş olurlar, şişkinləşir və eybəcərləşir. Toxumluq xiyarın qabığı ağarı, dikti qəfiədən soluxur. Xəstəlik menəne, trips və başqa sorucu ziyanvericilər vasitəsilə yayılır.

### Mübarizə tədbirləri:

1. Bitki qalıqlarını məhv etmək;
2. Sorucu cücülərə və menənelərə qarşı vaxtında mübarizə tədbirləri aparmaq;
3. Növbəli əkin sxeminin tətbiqi;

## Antraknoz xəstəliyi.

Bu xəstəlik göbbələk xəstəliyidir. Törədicisi Colletotrichum oligosporium göbbələyidir. Xəstəliyin əlamətləri olaraq xiyar bikişinin kök boğazında, tağın gövdələrində, yarpaq və meyvələrində müxtəlif ləkələr əmələ gəlir. Ləkələr gövdə və meyvələrdə batıq şəklində olur. Yarpaqlarda ləkələrin ortası sarı-qəhvəyi, dairəsi isə açıq qəhvəyi rəngdə olur. Yarpaqlar, meyvələr və gövdələr xəstəliyin təsirindən quruyur.

Xəstəlik xüsusən dağlıq rayonlarda çox ziyan vurur. Aran rayonlarda isə az ziyan verir.

Yazda havalar nə qədər yağınurlu keçsə xəstəlik o qədər çox inkişaf edir. Əsas mənbəyi zədələnmiş bitki qalıqlarıdır.



### Mübarizə tədbirləri:

1. Bitki qalıqlarını yandırmaq;
2. Dondurma şurubu;
3. Növbəli əkin;
4. Xəstəliyin çox inkişaf etdiyi dövrlərdə 0,5-1 %-li sifəp məhlulu çiləmək. Çiləməni vegetasiya dövründə 2-3 dəfə hər 15-20 gündən bir təkrar etmək.
5. Toxumluq dermatanlamaq.

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## POMİDOR və XİYAR

### BİTKİLƏRİNİN XƏSTƏLİKLƏRİ

#### HAQQINDA

#### MƏLUMAT KİTABÇASI



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## POMİDOR BİTKİSİNİN XƏSTƏLİKLƏRİ

Tərəvəz bitkilərinin içərisində ən geniş yayılmış və iqtisadi cəhətdən böyük əhəmiyyətə malik olan pomidor bittisidir. Vegetasiya müddəti payız aylarına kimi davam edən bu bitkinin bir sıra xəstəlikləri vardır ki, bu xəstəliklər nəticəsində məhsuldarlıq aşağı düşür, məhsulun keyfiyyətinə pis təsir göstərir, satış üçün yararlısız hala düşür, fermerlərə iqtisadi cəhətdən ciddi ziyan vurur. Bu xəstəliklər aşağıdakılardır:

**Fitoftora** - göbələk xəstəliyidir. Yarpaq, gövdə və meyvələri zədələyir. Yarpaqlarda ilk öncə açıq qəhvəyi rəngdə ləkələr əmələ gəlir. Sonra bu ləkələr böyüyərək iri ləkələr əmələ gəlir və yarpağın kənarlarını əhatə edir. Yarpağın alt tərəfində isə xəstəlik ağ un şəklində olur. Xəstə yarpaqlar tökülür. Meyvələrdə isə xəstəlik çürük formasında görünür. Meyvələrin üst və daxili toxumları az yetişmiş formada olmaqla bərkirir.



Xəstəlik əsasən çox rütubətli şəraitdə, uzun sürən yağışlardan sonra müşahidə olunur. Xəstəlik yayın ikinci yarısına və payız mövsümünə (avqust - sentyabr) təsadüf edir.

### Mübarizə tədbirləri:

bitki qalıqlarını təmizləyib yandıрмаq, xəstəliyin ilk əlamətlərinin görüldüyü vaxtda pestisidlərdən 2-3 dəfə 1%-li bordo məhlulu, 0,4%-li "Snep" preparatı istifadə etmək lazımdır.



**Makrosporioz** - göbələk xəstəliyidir. Xəstəlik bitkinin yarpaqlarını, gövdəsini və meyvələrini zədələyir.

Yarpaqlarda böyük tünd qəhvəyi ləkələr əmələ gəlir (5-8 mm diametr ölçüdə). Ləkələr birləşərək yarpağın çox hissəsini əhatə edir. Xəstəlik əsasən bitkinin alt yarpaqlarını sıraya birləşdirilməklə başlayır. Yarpaqlar tökülür.

Meyvələrdə qonur, sonra isə qaralan batıq ləkələr əmələ gəlir və nəhayət qara məxmərə bənzər örtüklə örtülür. Xəstəlik həm göy, həm də yetişmiş meyvələri zədələyir. Zədələnmiş meyvələr satışa və emalə yararlısız olur.

Bu xəstəliyin inkişafına qızmar (25-30°) və quru hava, gecə şəhərin olmaması, qısa müddətli yağışlar şəraiti yaradır. Xəstəlik bitki qalıqlarından, toxumlarda qışlaya bittir.

### Mübarizə tədbirləri:

1. Bitki qalıqlarının sahədən çıxarılaraq yandırılması;
2. Xəstəliyin ilkin əlamətlərinin görüldüyü vaxtda 1% - li bordo məhlulunu hər 12-14 gündən bir təkartılmaqla çiləmək lazımdır. 0,5% - li "snep", 1% - li kükürd tozu, 0,3 və ya 0,5% li mis kuporosu məhlulunu çiləmək lazımdır;
3. Xəstəliyə dözümlü sortların əkilməsi.

### Təpə çürümə - xəstəlik bitkinin meyvələrində əmələ gəlir.

Adətən yeni əmələ gəlmiş meyvələrdə və yetişmiş meyvələrdə əmələ gəlir. Bu fizioloji xəstəlik olub pomidor əkinin olan sahələrdə yayılır.

Xəstəlik meyvələrin çiçək burmunda (alt tərəfdə) qəhvəyi rəngli zərif, yuvarlaq, formada quru ləkələr əmələ gəlir. Xəstələnmiş meyvələr bərk və quru olur, yararlısız hala düşür, heç bir məqsəd üçün istifadə olunmur. Xəstəliyin əmələ gəlməsinin əsas səbəbi bitkinin suya olan tələbatının, əsasən də meyvələrin əməl gəldiyi ilk günlərdə, vaxtında ödənilməməsidir. Bu zaman bir tərəfli aparılmış azotla qidalanma vegetativ orqanların güclü inkişafına səbəb olur. Quru və isti hava bitkinin suya tələbatını artırır. Yarpaqlar bu tələbatı lazım gəldikdə meyvələrə daxil olan suyun hesabına ödəyir. Bu isə meyvələrin təpə hissəsində olan toxumlarda su qıtlığı yaradır və o da öz növbəsində təpə çürüməsinə səbəb olur.



Xəstəliyin əmələ gəlməsinin digər səbəbi torpaqda kalsium çatışmazlığıdır. Bitkinin hüceyrələrində kalsiumun miqdarı 0,2% - den aşağı olmamalıdır.

### Mübarizə tədbirləri:

1. Vaxtılı vaxtında suvarmanın aparılması;
2. Azot gübrəsinin təyin edilmiş miqdarda verilməsi;
3. Bitkinin davamlılıq qabiliyyətini artırmaq üçün 1 ha torpağa 0,5 ton miqdarda kalsium nitrat, 0,3% - 0,4%-li kalsium xlorid örtülü tərəvəzçilikdə çilənməlidir.

## XİYARIN BAKTERİAL XƏSTƏLİKLƏRİ

### Xiyarda "Yalançı unlu şəh" xəstəliyi

**Xəstəliyin törədicisi** - Pseudoperonospora cubensis Rostkouz göbələyidir. Əsasən bitkinin yarpaqlarında formalaşır. Yarpaqların üst hissəsində kömürü rəngdə, əvvəlcə sarı gətədikcə qəhvəyi rəngdə ləkələr əmələ gəlir. Ləkələr gətədikcə böyüyərək birləşir. Yarpaqların alt hissəsində isə ləkələr kül rəngli olur. Yarpaqlar qırlaraq quruyur, kövrəkləşərək tökülür. Xəstəlik rütubətli hava şəraitində daha sürətlə yayılır.

### Mübarizə tədbirləri:

1. Məhsul yağımından sonra bitki qalıqlarının sahədən çıxarılaraq yandırılması, növbəli əkin sxeminin gözlənilməsi. Eyni bir sahədə 2-3 il xiyar bitkisinin əkilməsi məsləhət görülmür. Örtülü sahədə temperaturun 25°C-dən aşağı olması yoli verilməməlidir.
2. Vegetasiya dövründə xəstəliyin ilkin əlamətlərinin görüldüyü vaxtda 0,5% - li kükürd dustu ilə hər hektara 3-4 kq olmaq şərti ilə 10 gündən bir çiləmə aparılmalıdır.
3. Almaz fringsidi ilə hektara 0,125-0,150 litr normasında xəstəliyin ilkin əlamətlərinin görüldüyü vaxtdan çiləmək lazımdır.
4. Clip fungitsidindən 100 litr suya 120 qr olmaqda çilənmə aparılması məsləhət görülür.

### Xiyarın yarpaqlarının ləkəliyi və ya bakterioz.

Xəstəlik xiyarın bütün yerüstü hissələrini zədələyir. Xəstəliyin əlamətləri yarpaqların kənarlarında xırdı işıqlı qəhvəyi rəngli yağlı ləkələr əmələ gəlir və tezliklə bütün yarpaq səthini əhatə edir. Zədələnmiş toxumalar quruyaraq tökülür.



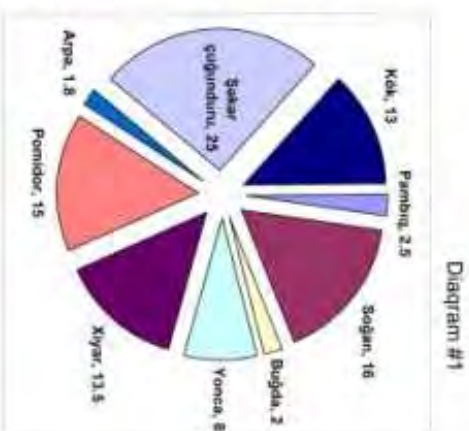
Yarpaqların kənarlarında tünd yaşıl və qəhvəyi rəngli ləkələr, yarpaqların damarlarının arasında yerləşir. Rütubətli hava şəraitində ləkələr yağlı şəkli alır. Alt hissəsi isə sarı rəngli ləkələr şəklində olur. Sonra ləkələr quruyur, xəstəliyə yoluxmuş olan toxumalar qurumuş hissələrindən quruyaraq tökülür və yarpaqlar dəşikli forma alır. Meyvələrdə tünd yaşıl və ya rəngsiz dairəvi yaralar əmələ gəlir.



## 1 Yüksək məhsuldarlıq

Fermerlərin verdiyi məlumatla əsasən, Azərbaycanda becərilən digər tərəla bitkiləri ilə müqayisədə şəkər çuğunduru yüksək məhsuldarlıq göstərməsinə malikdir. Respublika üzrə orta məhsuldarlığın 25 ton/ha həddində olması planlaşdırılır. Birinci diaqramda gördüyünüz kimi, şəkər çuğunduru məhsuldarlığı pambığın məhsuldarlığından 10 dəfə, yonca bitkisinin məhsuldarlığından 3 dəfə, xiyardan isə 2 dəfə çoxdur. Aqrar texniki qaydalarla rəyət olunması və daha yaxşı idarəetmə nəticəsində Azərbaycanda, ayrı-ayrı qabacılı fermerlər hətta 60-70 ton/ha məhsul istehsalına nail olmuşlar.

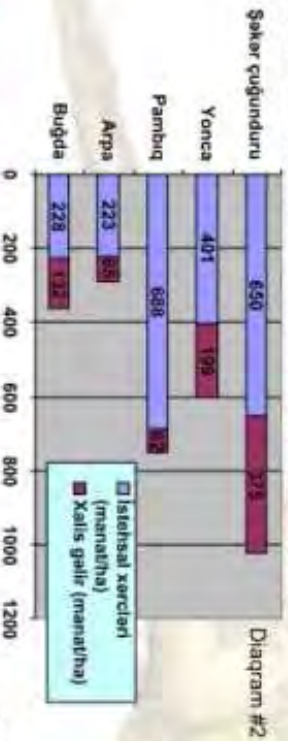
**Siz də, şəkər çuğunduru əkin və əldə edəcəyiniz nailiyyətləri öz gözünüzlə görün!**



## 2 Gəlir artımı

Şəkər çuğunduru, Azərbaycan fermerlərinin becerdiyini digər tərəla bitkiləri ilə müqayisədə daha çox mənfəət gətirən bəzi hesab olunur. Aşağıdakı diaqrama nəzər salıb, 2006-cı ildə mövcud olan qiymətlərə əsasən beş əsas tərəla bitkisindən əldə olunan gəlir müqayisə etmək olar: şəkər çuğunduru, yonca, pambıq, arpa və buğda. Şəkər çuğunduru üçün xeyli miqdarda sarmaya tələb olunur. Lakin onun yüksək məhsuldarlığı əksər digər tərəla bitkiləri ilə müqayisədə daha yüksək xalis gəlir əldə olumasını təmin edir. Bu diaqramda gördüyünüz kimi, 3 hektar arpa əksəniz, əldə etdiyiniz xalis gəlir 195 manat təşkil edəcəkdir. Halbuki, şəkər çuğunduru bir hektardan ən azı 25 ton məhsul yığımaqda, 375 manat xalis gəlir əldə edə bilərsiniz.

**Diaqramdakı müqayisələrə nəzər salın və özünüz qərar qəbul edin!**



## 3 İstehsal xərclərinin ödənilməsi

İstehsal xərclərini ödəmək üçün şəkər çuğunduru əkin sahəsinin hər hektarından azı 15.9 ton məhsul istehsal etmək lazımdır. 2006-cı ildə təcrübəsi göstərir ki, bu nəticəni əldə etmək mümkündür. Bəla ki, həmin ildə, Azərbaycanda hər hektardan orta hesabla 25 ton məhsul yığılmışdır. Torpağın hazırlanması və becərmə qaydaları lazımı səviyyədə

№	Bitkinin adı	İstehsal xərcləri (manat/ha)	Xalis gəlir (manat/ha)	Bəhsal məhsul (dərmanlıq) (ton/ha)	Orta məhsuldarlıq (ton/ha)	Gəlir gətirən əldə edilən məhsul (manat/ha)
1	Şəkər çuğunduru	1.27	2	0.733	25	18.5
2	Arpa	1.39	1.8	0.41	2.29	2.85
3	Pambıq	2.29	2.5	0.21	8	3.12
4	Yonca	5.35	13	6.5	13.5	15
5	Kəh	9.85	16	6.5	7	13.5
6	Soğan	9.5	16	6.5	15.9	15.9
7	Xiyar	7	13.5	6.5	15.9	15.9
8	Pomidor	9.83	15	5.37	15.9	15.9
9	Şəkər çuğunduru	15.9	25	9.1	15.9	15.9

## 4 Torpağın tərkibinin yaxşılaşdırılması

Yerlərin yətinliyi hələ də 35 ton məhsul əldə etmək mümkündür. Oduq ki, istehsal xərclərinin ödənilməsindən əlavə (15.9 ton), əkinlərdən əldə olunan 9.1 ton şəkər çuğunduru gəlirliyini təmin edir. Bu isə, aşağıdakı cədvəldə öz əksini tapmış digər bitkilərlə müqayisədə qat-qat çox gəlir deməkdir. Məsələn, buğda becərilməsi zamanı, fermer gəlir əldə etməsi üçün hər hektardan ən azı 1.27 ton məhsul yığımalıdır. Orta məhsuldarlıq səviyyəsi 2.0 ton/ha olduğu təqdirdə, yalnız 0.733 ton buğda gəlir götürür. Gözlənilən həddin bəla aşağı həddə olması fermerin yüksək gəlir əldə etməsinə risk altına qoyur.

**Digər bitkilərin becərilməsi ilə bağlı sadə hesablamalar aparmaqla buna əmin ola bilərsiniz!**

## 5 Hazır alıcı

Şəkər çuğunduru gəliri bəzi fermerlər sonuncu, lakin ən əhəmiyyətli amil odur ki, məhsulu almıya hazır olan və onun bazarını təşkil edən alıcı - İmişlida yerləşən "Azərbaycan Şəkər İstehsalat Birliyi" şirkəti vardır. Zavodun, məhsulun ərzində şəkər çuğunduru gündəlik tələbatı 5000 tona bərabərdir. Məhsulun satışı ilə bağlı narahat olmağa dəyməz, şəkər istehsalı ilə məşğul olan bu zavod sizlə bəzən alıcı-satıcı müqaviləsi bağlayacaq. Bununla da siz, ən vacib mərhələ olan məhsul yığım zamanı öz vaxtınızı və enerjinizi alıcı axtarmaqla itirməyəcəksiniz.

**İmzalanmış müqaviləni varsa, artıq əkin işlərinə başlamağa bilərsiniz!**

Zavod müqavilə bağladığı fermerlərə həm də bir sıra işlərin görülməsi üçün köməklik göstərməyə hazırdır.

1. Torpağın hazırlanması;
2. Toxumun verilməsi;
3. Becərmə işlərinin aparılması;
4. Kəriməyi mübarizə tədbirlərinin həyata keçirilməsi;
5. Gəbrələrin verilməsi və gübrələmə;
6. Məhsul yığımına zavod tərəfindən texniki köməklərin göstərilməsi;
7. Məhsulun 150 kilometrə qədər olan məsafədən (tərlərdən) zavoda daşınması, şükətin vəsəti hesabına həyata keçirilir;
8. Emal edilmiş şəkər çuğunduru heyyəvəndərliyə yem kimi istifadə oluna bilən hissəsi ödənilmiş olaraq fermerə qaytarılır. Zavod, fiziki cəhətdə təhvil verilməmiş çuğunduru 20%-i miqdarında yağ kəspənin (emaldan sonra qalan qalıq, heyvəndərliyə yem kimi istifadə olunur) fermerə qaytarılmasını həyata keçirir.

Şəkər çuğunduru becərilməsi prosesi boyu şəkər istehsalı zavodunun məsləhətçisi sizlə əməkdaşlıq edərək, problemləri vaxtında zaman zaman ondan qaldırılmasında hər zaman sizə bilavasitə kömək etməyə və riskləri azaltmağa hazırdır.

Şəkər çuğunduru becərilməsi üçün böyük miqdarda sarmaya qoyuluşu tələb olunduğunu nəzərə alaraq, "Azərbaycan Şəkər İstehsalat Birliyi" Aqrar fermerlərə kreditlər təklif edir və banklarla qarşılıqlı əlaqə qurmaqda onlara kömək edə bilər.

Göstərilən bu işlərin birinci altı mərhələsi, müqaviləyə əsasən zavodun maliyyə vəsaiti ilə əvəzlənərək həyata keçirilir. Fermer, gözlənilən və işlərin dəyəri məhsul yığım dövrü məhsuluna dəyər.

Əgər Siz də şəkər çuğundurunu ekmək qərarına gəlmişsinizsə, aşağıdakı nömrələrə zəng edərək bizimlə əlaqə saxlayın:

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## SUCCESS STORY

### **ABAD Facilitates Stable Supply Chain Linkages through its Work with Canneries**

The increase in supply of raw materials results in prolonging the seasonal operational period for canneries



Photo: IRC/Bahruz Mammadov

Workers at the “Optimal” cannery in Lenkoran, southern economic corridor

*“In accordance with the ABAD’s demand-driven strategy, we consider canneries as one of our high impact clients, as through working with them we can benefit tens of small-holder producers,” says Bahruz Mammadov, ABAD Business Services Coordinator.*

The Azerbaijan Business Assistance and Development (ABAD) program has effectively worked with a number of canneries throughout Azerbaijan with inspiring results. Through ABAD’s work with canneries, they were able to improve the efficiency of the supply chain by supporting the proper cultivation of fruits and vegetables required by the processors, facilitating negotiations between the processors and the small-holder producers and farmers, and organizing the supply of agricultural products to the processor. This work resulted in an overall increase in the supply of raw materials thereby enhancing sales and local employment.

The ABAD program’s overall work with canneries served to address one of the main impediments to business growth in Azerbaijan, i.e., the lack of cooperation between stakeholders. The lack of cooperation between producers and processors results in both a deficiency of raw materials for processors; and a lack of information by small holder producers on the processors’ product requirements.

With close support of ABAD’s central office staff and Marketing Centers (MC), the ABAD consultants have made great efforts to link the small-holder producers and farmers with over eight canneries throughout rural Azerbaijan. ABAD consultants have continuously supported the producers through all stages of cultivation to provide clear information to producers on how to meet processor requirements. For instance, in Guba-Khachmaz Economic Corridor, one of ABAD’s long-term consultants Hanifa Aslanov has worked with Gafgaz cannery to assist in organizing and increasing the supply of raw materials to the facility. During the provision of the consultancy, Mr. Aslanov worked directly with the farmers to increase their productivity through disease control, and to support them in understanding the potential of working with the processing plant through provision of information on the raw material requirements of the plant. The consultancy also significantly contributed to an increase in the quantity and quality of the supply to the company for products such as walnuts, cherries, cucumbers, tomatoes, eggplants and peppers, overall doubling the amount of raw material available for the company. Consequently, after the consultancy, the number of small holder producers supplying the company has increased by 333 individuals from 68 communities. This considerable increase in raw materials results in the longer operational period of the canneries thereby creating more local employment opportunities. According to the Monitoring and Evaluation (M&E) Unit of the program after the ABAD consultancy, the Gafgaz cannery showed an increase in both employment (44,700 person days), and improved sales (\$799,000).

Noteworthy, in the southern economic corridor, more than 100 small holder producers were linked with canneries and supplied 4,500 tons of tomatoes and approximately 1,000 tons of process variety cucumbers during one season through direct assistance of ABAD’s short-term consultancy.



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## SUCCESS STORY

# Marketing Tools Give Friendly Hand for Company

*Marketing Center assisted the company to regain their success*



Photo: IRC/Yuliya Gureyeva

*One of "Safari" company employees working at the plant*

Director of "Safari" company Nadir Huseynov expressed his gratitude for the intervention of the ABAD Marketing Center and commented: "Before I did not realize the value of marketing and thought that personal connections are enough to keep the business vital. But personal connections are very much dependent on market fluctuation and it is better to work with many buyers rather than concentrate on a few. Now I am sure that marketing tools are the best friends that sustain the future of the company."

When establishing the new company "Safari" for production of cardboard packaging Executive Director Nadir Huseynov did not expect to have difficulty in identifying buyers. There were a number of reasons that he anticipated a viable long term future for the cardboard production plant. First of all, the company was to be the only cardboard package producer in the northern region of Azerbaijan, with the other two similar producers in other parts of the country. Secondly, the ongoing economic development of Guba region had created a significant demand for cardboard packaging. For example, the Guba region is noted for its fruit and vegetables that are sold to large cities in Azerbaijan or exported abroad. Due to limited alternative options, Guba farmers primarily used wooden boxes, a heavier and more expensive option than cardboard packaging. The company also identified another potential group of buyers—broiler companies—recently established in the Northern Region.

However, this initial theory encountered challenges in practice. In June 2005, the company successfully started its operations during a busy harvest season and worked steadily with few clients, fruit exporters and one broiler company. Unfortunately, in the early stages of the company's operations it faced the end of the harvest season and also experienced a significant decrease in demand from the broiler industry, as a result of registered cases of 'avian flu' in Azerbaijan. Therefore, the "Safari" company faced a big challenge – a significant decrease in demand from its primary identified buyers, and decreased operational capital due to outstanding debits from the broiler contract.

In order to move forward the company management acknowledged a need to reconsider their initial strategy and applied for assistance to ABAD Marketing Center (MC) located in Guba. After doing gaps analysis at the plant, the Guba MC Business Advisors concluded the company needed to elaborate a marketing strategy focused on diversification of potential buyers, making the company less dependent on the harvest season or tied to a specific industry.

To assist in pursuing the company's marketing strategy, the Marketing Center developed a marketing brochure for "Safari" company, presenting information about the company background and products in a user-friendly manner. The MC Business Advisors also acted as sales agents linking the cardboard company with other ABAD clients in northern and southern regions of Azerbaijan. In addition, the Business Advisors recommended that the company open an office in the capital city - Baku to enable increased interaction with the clients coming from various regions of Azerbaijan.

Within a six month period after adopting the new strategy, "Safari" diversified its range of cardboard packaging to meet the demands of newly identified clients. At present the company works with total of 50 companies representing different industries, such as food processing, confection production and the shoe industry. The company managed to enlarge its geographical coverage and now has clients outside of the northern regions of Azerbaijan. With support of the ABAD program "Safari" company increased its sales tenfold and doubled its number of employees within a six month period.



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## SUCCESS STORY

# Woven through Time



IRC/ABAD

Consultant Fazil Gahramanov at the work place

*The work of women's association will continue to preserve the cultural heritage of Azerbaijan while also continuing to bring economic opportunities for the people responding to the local and international demands for quality, natural, historic carpets.*

Through the interwoven circles, lines, triangles and rhombazoids, the intricate patterns leapt from their canvas, luring Humay to learn more about the history of each design. Granted, Humay had been working with carpets for years, but her appreciation of the history and work involved in each pattern had only recently grown strong, along with her desire to preserve the cultural history of these national gems. When Humay Mammadova privatized Gadim Guba LLC in 2000, she began her quest to preserve the Azerbaijani carpet industry.

In addition to learning more about the stories of each pattern, she created a plan to improve the quality of each carpet produced by Gadim Guba, including the quality of the wool and the dyes used to create each vibrant color. This search ultimately led Humay to purchase wool from Turkey and Iran, and hire a natural dye specialist from Canada with the assistance of a local development organization. However, the wool from abroad has become more expensive and of questionable origin. Likewise, the Canadian specialist was not able to adapt the techniques and create quality dyes from the local resources, which led to bleeding colors and lesser quality products.

Although skeptical, Humay agreed to collaborate with another development project, the USAID funded, Azerbaijan Business Assistance and Development program, which has the end objective of promoting entrepreneurship in the regions. The program hired a local expert skilled in creating natural dyes. He had more than 15 years of experience transforming local plants and insects into dye solutions and agreed for the first time to not just create batches of natural dye, but to share his traditional secrets explaining exactly how to create the dyes naturally. This local expert from Gazakh spent five weeks teaching Humay and her daughter the techniques for mass scale production of dyes and is in the process of identifying local quality wool from the Gazakh region. Humay is looking to purchase 6 tons of local quality wool, 2 tons more than she purchased locally last year.

This wool and newly died yarns will be spun by 160 women, all members of the women's carpet association, working in Humay's production facility in the city of Guba. Humay expects to expand her production during the coming year. The first step, to improve production quality, was successfully achieved and carpets will be ready to sell in September. Next, in order to respond to the overwhelming demand, she will be revitalizing the workshop increasing the usage of new looms and devices and providing training to more than twenty new carpet weaving specialists. The work of this women's association will continue to preserve the cultural heritage of Azerbaijan while also continuing to bring economic opportunities for the people responding to the local and international demands for quality, natural, historic carpets. One historic pattern, when seen by the naked eye appears to be a simple series of circles, is actually well recognized in Gazakh as the symbol of prosperity. Humay can now also recognize this symbol of prosperity, and with thanks to the local expert from Tovuz is sharing the opportunities with many more.



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## SUCCESS STORY

### Farm's Increased Profits and Jobs are No Small Potatoes

Marketing center helps identify new buyers in Russia, and provides assistance to meet the new demand.



*Potato farming in green house*

International Rescue Committee photo

“Farmers now have to not only grow produce, but become skilled business people.

Thanks to the marketing center, we are learning how to restructure our farming practices to meet the demands of the market economy.”

*Elvin 2 owner, Huseynov Agagulu*

After four years of operation, Jalilabad enterprise Elvin 2 had gained a reputation as a reliable supplier of high quality potatoes, but was still struggling to meet production costs. Without storage facilities, the company was forced to send its product to market soon after harvest, when prices were at their lowest.

In 2005, Elvin 2 management paid a visit to Jalilabad Marketing Center, supported by the International Rescue Committee's USAID-funded ABAD program, to seek advice on farming operations in the new, emerging market economy.

Business Advisors first suggested that Elvin 2 begin sorting potatoes according to size and labeling packaging accordingly, making it easier for buyers to know what they are purchasing and building loyalty to Elvin 2's brand. Next, Business Advisors at the Jalilabad ABAD helped organize test plots with seed varieties from Germany, Holland, Russia and Poland to determine which produced best in the local environment.

The Business Advisors identified new buyers in Russia and facilitated sale contracts. In 2005 these buyers contracted to purchased 1000 tons of potatoes from Elvin 2, making up nearly half of the company's 2300 tons sold in 2005. The value of the increased in sales over the previous years was over \$200,000.

ABAD also agreed to assist Elvin 2 with a \$20,000 grant to cover 45% of the cost of a new cold storage facility, allowing the company to bring potatoes to market during the off season when prices are higher. ABAD will provide technical assistance to set up the facility and train management to achieve maximum efficiency. The cold storage will also be used by neighboring farmers to store not only potatoes but other perishable produce, such as fruits and berries. Elvin 2 expects to add twelve more jobs after the completion of this facility and increase sales by \$150,000 in the upcoming year.



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## SUCCESS STORY

### Azeri hazelnuts break through global competitive standards



Alijan Alijanov shows hazelnut trees planted in his family garden

*The grant provided by ABAD helped the partners meet the quality expectations of their clients, increase their production capacity, and exceed their sales volume by more than 100%.*

Proudly touring the hazelnut garden planted by his grandfather, Alijan Alijanov explained: “Several generations in my family were engaged in hazelnut growing. But when I decided to start up my business and to process hazelnuts on industrial scale, I found out that everything is not that simple. The market economy has strong requirements, and one of the key elements is the quality of the product.” Now, Alijan can be proud not only of his garden, but also of his production facility, which was enhanced to meet the quality standards with the support of the USAID assistance under the Azerbaijan Business Assistance and Development (ABAD) project.

Two separate hazelnut processing facilities, built by Alijan Alijanov and Bayram Zuganov at the end of the 1990s in neighboring villages around Zagatala, had been struggling to obtain a large volume of quality hazelnuts. However, the limited capabilities of their facilities actually endangered the quality of the hazelnuts, leading the pair to default on contractual obligations with large buyers. Although each prefers not to mention it, they each suffered a dramatic loss in 2005, when 200 exported tons of hazelnuts were returned upon discovering high toxins levels, due to the excessive moisture caused, in part, by slow processing.

In 2005, Alijan and Bayram learned about a business assistance project and applied for help. ABAD Business Advisors adopted a holistic approach and addressed the issue of quality from two directions. First, they launched a campaign among farmers on how to cultivate, use appropriate fertilizers and perform initial processing of hazelnuts to prevent rotting and the buildup of toxins. Special booklets ‘Hazelnuts: Quality Product Brings High Income’ were published and distributed among farmers around Zagatala by ABAD Business Advisors, clients and ABAD partner organizations.

Second, the clients received grants to pave their yard for pre-drying the nuts and installing metal tanks - a more rapid and efficient drying method than the outdated chambers previously used by the partners. Today, hazelnut processing goes quickly and the product reaches the humidity standard that is required for better preservation within the appropriate time period. This expedited process also eliminates toxicity and rotting. Overall, the renovated drying capacity is now able to process 40% more hazelnuts every day. As a result, the two processing facilities can accept more hazelnuts from local farmers which, in turn, provides the farmers with a more secure income.

In total, the assistance helped the partners meet the quality expectations of their clients, increase their production capacity, and exceed their sales volume by more than 100%. With this new potential, they are now developing plans for the future. Now, Alijan and Bayram are confident in their abilities to follow through on all contractual obligations and plan to search for additional buyers of hazelnuts abroad, primarily focusing on the confectionary industry in Europe. Alijanov said that he wants to make Azerbaijan hazelnuts recognizable on the global scale for their high quality, as well as for the taste that encapsulates the beauty of Zagatala’s nature.





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## SUCCESS STORY

### ABAD Program's Leasing Support Initiative Component Provides Opportunities for Rural Business Development

**The farmer reestablished his business with the help of leasing process**



Photo: IRC/Eishan Karimov

*Sakhavat Rustamov trying the leased tractor at his wheat field*

*Sakhavat Rustamov thanks the ABAD program and the CredAgro leasing company for the facilitation of his business challenges: "...the leased equipment paved a way out of my challenges."*

Sakhavat Rustamov, a farmer for more than 30 years in the Agbil village of Guba district, was having increasing difficulty cultivating his potato crop due to problems with his Soviet-era tractor. Using a tractor that was frequently broken and inadequate for his needs, Mr. Rustamov believed new equipment, including a new tractor, would enable him to improve production efficiency and increase his potato sales. In order to obtain funding for this equipment, Mr. Rustamov went through two separate and lengthy loan approval processes from different financial institutions. The first institution required him to use his home as collateral, something Mr. Rustamov was hesitant to do, and the second loan amount was too small to cover even half the cost of the equipment.

Mr. Rustamov's situation is not unique. According to the 2005 Azerbaijan Business Assistance and Development Program (ABAD) survey of 960 entrepreneurs in the economic corridors, entrepreneurs face numerous constraints to rural business development, including lack of access to equipment and machinery necessary for agricultural production. One mechanism to improve the availability of these types of assets is to improve the rural entrepreneurs' access to leasing services. Through these services, rural enterprises can lease the equipment and machinery they need for business expansion or for improving the quality of their production. Moreover, leasing mechanisms have a distinct advantage over traditional loans because they don't require collateral which has been identified as a constraint to credit access in the rural areas of Azerbaijan. Since the client is receiving a piece of equipment, not cash, from the lease-giver, he is not required to provide other assets as collateral. All lease payments are then derived from the income generated through enhanced production, made possible by the leased equipment.

To stimulate leasing companies' interest in working with rural entrepreneurs, the ABAD program issued a tender to select potential partner companies that would be able to expand their leasing operations into new credit-underserved areas. At present, ABAD's Leasing Support Initiative (LSI) has agreements with two leasing institutions – CredAgro and Unileasing who provide leasing services in the target rural areas.

Prior to partnership with ABAD program, CredAgro provided finance to rural entrepreneurs and businesses. The ABAD grant of \$40,000 will enable them to leverage \$240,000 of their own loan capital to small and medium enterprises as well as individuals located in the ABAD economic corridors. To date CredAgro has successfully leveraged \$277,200 as a result of providing leasing services to 22 clients.

Unileasing, in cooperation with the ABAD program, has successfully leveraged \$1,452,533 as a result of dispersing leasing agreements to 38 clients (\$686,651 was provided to 24 clients in the ABAD economic corridors and \$765,882 to 14 clients outside the target areas). The total ABAD grant of \$68,000 will enable Unileasing to leverage \$100,000 of their loan capital to rural entrepreneurs.

The opportunity of taking a tractor on lease from the CredAgro leasing company, with assistance of ABAD, became a solution for Sakhavat Rustamov's business problem. Before, the farmer's yearly sales were \$7,100, and now sales have reached \$17,700. This fact shows a 100% increase in sales after obtaining the leased tractor. Additionally, the farmer has hired five more employees and extended his cultivated land area from 4 ha to 5 ha. Moreover, Mr. Rustamov contracted to plough his neighbors land earning an additional \$3,500.



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## SUCCESS STORY

### The Company Succeeds through Business Diversification

**ABAD helped Paknur company to launch new business lines and expand their firm**



Photo: IRC/Shalag Tukanova

*Workers at Paknur's newly established pasta manufacturing facility*

*Excited with the achievements in product sale, Mr. Talibzade, the owner of Paknur company states: "I highly appreciate the assistance of ABAD and its business advisors – in May, 2006 I applied to ABAD for obtaining a grant to purchase a truck for bread distribution, and now I am proud that just a year later, as a result of our continuous collaborative efforts the company has recently purchased ten more trucks for the new bakeries all on its own expense."*

When Mr. Maharram Talibzade first launched the Paknur company he never dreamed that his company's product would become a staple in the region. When Mr. Talibzade first applied to the Guba-based ABAD Marketing Center (MC) with the intention of expanding his grain processing mill and bakery in the Khachmaz region, he did not realize the tremendous opportunities for growth. With the help of the MC business advisors who conducted a comprehensive market research and assisted in sound business plan development, the Paknur company launched an additional bakery in the neighboring region of Guba at the beginning of 2006. The MC business advisors also helped the company identify and link appropriate bakery equipment vendors for the new plant. When the bakery started its operations, company management encountered a challenge in terms of bread distribution in the new territory due to a lack of financial resources to purchase a delivery truck. To address this issue Paknur company applied to Guba MC in May 2006, and quickly received an ABAD grant of \$4,000, covering half of the total cost of the delivery truck. The other 50% was provided by the company itself as a matching contribution. The availability of the truck has enabled the company to distribute their bread to shops in the region and to shops in the neighboring Gusar region significantly facilitating product sales. At present, bread sales in the new Guba bakery are approximately \$700 per day and the new bakery now employs an additional 35 people.

Encouraged by the success of the Guba bakery, the company built an identical bakery in another neighboring region - Khudat. Noteworthy, each of the three bakeries mentioned are a welcome addition to their communities and serve to address the bread supply demands of their respective districts. The company is grateful to ABAD MC for their invaluable assistance and is proud to serve a wider sales area.

Additionally, in April 2006, the Paknur company applied to the Guba MC with a request to help launch a new business line – pasta manufacturing. After comprehensive market research, the MC business advisors assisted the company in developing a substantial business plan and in identifying a firm to purchase proper pasta manufacturing equipment. Out of the three firms identified by the MC, the company selected and contracted with "Russkaya Trapeza" located in Russia and successfully launched operations as a pasta manufacturing facility in the vicinity of the company-owned flour mill in Khachmaz region. The production capacity of the pasta manufacturing facility is 3 tons per day. However, due to certain business factors the facility currently produces 10 tons of pasta per month, averaging \$5,000 in sales per month. Moreover, the launch of the pasta facility enabled the company to employ 21 additional workers. Of note, the sale of pasta significantly increased after receiving marketing advice from the MC regarding product packaging. The company initially used to sell 300 gr. packages of pasta; however, after the MC conducted market research and identified the demand for larger packages, the company agreed to produce 1 kg packages incorporating a completely new color scheme and design. This innovation proved to be a success. Since the flour used for pasta production is produced by the company itself, the company can afford to sell the 1 kg packages for the same price as the 300 gr. packages produced by other companies. Eventually, the success of Paknur translates into customers' savings and wellbeing, thus contributing to the welfare of the region.

In April, 2007 the owner of the company participated in the Education Tour to Estonia, organized by the USAID funded ABAD program in collaboration with Strategic Technical Assistance for Results with Training (START). Mr. Talibzade returned with ingenious ideas for business management and expansion based on impressions gained from his Estonian business experience. At present the company is in the process of negotiating with a German firm to launch a sausage manufacturing plant.



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## SUCCESS STORY

### One Organism's Waste Is Another Man's Profit

Marketing Center helps an entrepreneur start an environmentally-friendly business producing biohumus fertilizer



International Rescue Committee photo

*Shabran-D founder  
Shohret Mammadov displays his  
first batch of biohumus fertilizer*

After numerous failed attempts to grow trees in saline soil near the sea, Shohret Mammadov put down his shovel and put his mind to investigating fertilizer alternatives. He learned that an effective way to fertilize otherwise useless land is by using biohumus fertilizer, which is produced by California red worms. He decided to create a company, Shabran-D, to produce and sell the fertilizer.

Salinization, degradation and erosion of soil are real problems in Azerbaijan. According to studies, Azerbaijan's tillable territory is decreasing by thousands of square kilometers each year, and in many cases, the problem can be solved through appropriate use of fertilizers. Studies supported by the President's State Program on Socio-Economic Development indicate an annual demand for fertilizers in Azerbaijan of 1.8 million tons, but current production meets only 15% of this demand.

Mr. Mammadov recognized that producing biohumus fertilizer could prove to be both environmentally and economically friendly, so he went to the Guba Marketing Center, supported by the International Rescue Committee's USAID-funded ABAD program, for help in launching the enterprise. With the technical support of the Center, Shabran D established a facility and tested its first batch of 70 kilograms of California red worms. When the worms thrived, the marketing center facilitated an ABAD grant to defray the cost of purchasing an additional 500 kilograms of the worms.

The Shabran-D facility is already producing 7.5 tons of biohumus each month. And as the worms grow, so will their production capacity, and production for the first year is expected to reach 2,400 tons, with gross sales reaching \$500,000. This will mean growth in employment opportunities, as well, as Shabran D anticipates increasing its number of workers from six to 20.

In addition to being highly profitable, the local availability of biohumus may help popularize ecologically-sound agriculture in Azerbaijan. "Biohumus is extremely important for eco-friendly farming", Mr. Mammadov says. "It is a zero-waste process; worms convert all types of organic matter, including processed food and manure, into biological fertilizer that can, for example, raise the productivity of green houses by up to 30%".



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## SUCCESS STORY

### Demand-Driven Approach Brings Results

***ABAD Marketing Center helps introduce early-maturing varieties***



Oversupply at Harvest Time Can Lead to Low Prices for Traditional Watermelon Varieties

A buyer who had previously imported watermelons from Iran was assisted by the ABAD Salyan Marketing Center in finding a local producer willing to cultivate the early-maturing variety that the buyer wanted. In the first season, this cooperation resulted in creation of eight jobs and increased sales by nearly \$ 9,000.

One of the biggest problems facing watermelon growers in rural Azerbaijan is selling their product. Every year farmers raise thousands of tons of watermelons. Most rely on dealers who visit their farms to buy the watermelons and transport them to the cities. Since most farmers plant their melons at the same time, they also harvest simultaneously. This leads to a surplus on the market and drops in prices, often to the extent that farmers' revenues do not cover their production expenses.

The Gunesh farm in Salyan has grown watermelons for many years. The farm has a reputation for producing watermelons of the optimal size and for its strict compliance with agricultural and hygienic standards. However, the farmer hesitated to cultivate his entire plot since the demand is unpredictable. Last year, for example, the company produced 25 tons of the Global variety of watermelons, but was able to sell only 18 tons. The remainder rotted in the field.

This year was different. The Salyan Marketing Center of the Azerbaijan Business Assistance and Development program (ABAD) identified a buyer from Baku who wanted to buy 80 tons of the Shaban variety watermelons, an early maturing variety. Shaban watermelons are typically imported to Azerbaijan from Iran. They are known for their large size, sweet red pulp and attractive light green rind.

The ABAD Marketing Center communicated the buyer's needs to the farmer and facilitated a contract between them. This year the farmer grew the Shaban variety for the first time, with assistance from the Marketing Center in procuring seeds and obtaining information on appropriate cultivation techniques. In order to produce the required 80 tons, the farmer devoted additional land to cultivation, which he had been unwilling to risk in the past. The contractual relationship provided the farmer with secure income and enabled him to dedicate his efforts to bringing a higher-value product to the market.

The USAID-funded assistance from the Marketing Center resulted in creation of four full-time and four seasonal jobs at the Gunesh farm and increase sales by nearly \$9,000.

**Pictures from USAID/ABAD Semi-Annual Report #1**



*Pre-Bidders' Conference – Lenkoran, southern Azerbaijan*



*Pre-Bidders' Conference – Lenkoran, southern Azerbaijan*



*Start-up training – Lenkoran Corridor, Masally*



*Packing House Pre-Feasibility Study - Lenkoran economic corridor*



*The Jalilabad Agro-Business Company (JABC) Director  
(standing, left) working with ABAD Staff*

**Pictures from USAID/ABAD Semi-Annual Report #2**



*At a grain processor's plant near Baku, capital of Azerbaijan*



*Masally tomato bazaar, southern Azerbaijan*





*A woman entrepreneur operating home-based bakery producing cookies for schoolchildren*



*Flour mill owner in Jalilabad, southern Azerbaijan*

**Pictures from USAID/ABAD Semi-Annual Report #3**



*Hazelnut processor from the Zagatala corridor, northern Azerbaijan*



*Workers raise a utility pole for a Jalilabad flour mill's new electric line, southern Azerbaijan*



*A Salyan Marketing Center client  
displays her wares*



*ABAD's M&E Team at  
limestone brick producer's enterprise, Gazakh, north-  
western Azerbaijan*

**Pictures from USAID/ABAD Semi-Annual Report #4**



*Worker showing potato greenhouse, where first harvest is cultivated, Jalilabad, southern Azerbaijan*



*New packaging provided by Packaging Producer client for Juice Production client, linked by Guba Marketing Center (MC), northern Azerbaijan*



*Workers loading the delivery truck with fresh tea leaves, tea leaf processing joint-stock company, Lenkoran,*



*Expert consultant searching for “golden dye root” to develop maroon dye for wool, for “Gadim Guba” carpet weaving plant, northern Azerbaijan*



*Local worker uses circular table saw (the ABAD grant) for the first time, furniture production, Sheki, northern Azerbaijan*



*Honey Producer displays the honeycomb developed by his worker bees, Sheki, northern Azerbaijan*



*Hazelnut de-husking machine,  
Patos, requested by Hazelnut  
Processing client*



*Recently trained technicians working in the expanded  
beauty salon in Gazakh*



*Proud owner showing off his newly constructed drying tanks from durable scrap metal left from Soviet era*



*Freshly laid asphalt for Hazelnut drying*





*COP, Tom Lemley and Cred Agro representative, Eldar Jafarov finalize agreement between the institutions*



*Old soviet era tractors should be replaced*



*Brand new tractors will reach farmers through leasing services*



*Operator from Public TV channel embraces newly born calf*



*Flour Mill owner and EC Coordinator, Mr. Nehmetov explain operations to journalists*



*Biohumus Fertilizer Presentation in Guba*



*Director of Business Services, Tracy Shanks informs journalists of program's successes.*

**Pictures from USAID/ABAD Semi-Annual Report #5**



*Consultant Azad Bahaddinov examines plants for diseases and pests with local farmer*



*The flour products from Guba reach international markets*



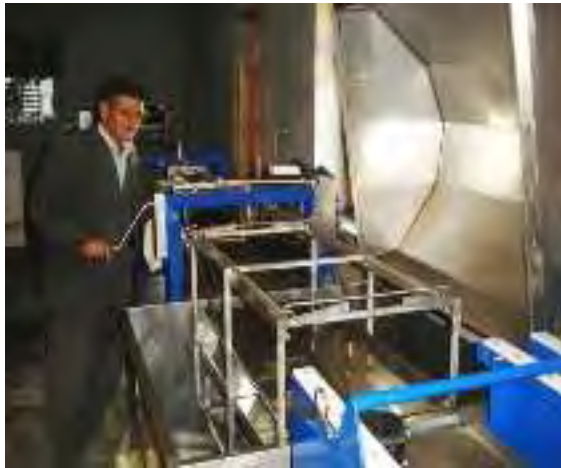
*Diversification of buyers required company to diversify its range of cardboard packages*



*Collecting potatoes in the fertile fields of Jalilabad*



*Meeting with Mollaburhan community members to discuss perspectives of cultivating green peas for Gaggaz Tined Food Factory*



*Father of the client is testing the new extractor that recently arrived to the family owned bee farm*



*Worker using new furniture tool*



*Honey comb production*



*Seadet, Director of bakery presents new variety of bread (lavash) produced in the new oven*



*US Ambassador cutting red ribbon at the cold storage facility*



*Women discuss prospects for development of rural businesses*



*Monitoring specialist collects information by visiting facilities of the ABAD clients and conducting personal interviews with them and their employees*





*Organization of the export supply generates not only increase in sales but also additional person days, especially during high seasons in summer months*

**Pictures from USAID/ABAD Semi-Annual Report #6**



*Having visited strawberry greenhouses, the participants could see the results of proper irrigation system within greenhouse conditions  
(International trainings/training in Israel)*



*Training participants testing pipes and measuring pressure to optimize the irrigation regime  
(International trainings/training in Israel)*



*In-country trainings / Sugar-beet production workshop*



*One of the ABAD-assisted canneries*



*Sugar-beet production workshop sessions*



*Preparation of solution to disinfect production area*



*New cheese varieties in Salyan-based dairy enterprise*



*Grantee satisfied of having new sprayer and tractor*



*New varieties of bread cooked in new bakery oven*



*Group discussions at the Guba Business Forum*



*ABAD client, a Zagatala-based beekeeper, provides information to a visitor at Baku Food Industry Exhibition*