



Project Document Revision Cover Page

Project Title: Fostering an Enabling Environment for Women at Work in Bosnia and Herzegovina through Gender Equality Seal for Private Enterprises (FEEWW) – Initiation plan

Expected UNSDCF/CP Outcome(s): Outcome 1. By 2025, people benefit from resilient, inclusive and sustainable growth ensured by the convergence of economic development, and management of environment and cultural resources

Initiation Plan Start/End Dates: 01.11.2022 – 31.03.2024

Implementing Partner: UNDP in Bosnia and Herzegovina

Brief Description

This substantive revision to the initiation plan is prepared to introduce a new activity (Activity 3) with the aim to promote investment and employment by investing in skills and knowledge of the workforce, focusing on increasing the participation of women in industries which have been traditionally dominated by men, such as the metal processing industry. The new activity will fully be funded by TIKa, as agreed between the donor, UNDP Istanbul Regional Hub (IRH), and UNDP CO.

Programme Period: 2021 -2025
Atlas Award Number: BIH10/00146598
Atlas Output ID: 00133571
Gender Marker: GEN3
Linkage with SDGs: SGD Goal 5
Linkage with EU accession agenda: EU Acquis, Chapter 23 &24
Signature solutions 6. Gender equality.
Linkage with UNDP Strategic Plan 2021-2025:
 Outcome 2. No one left behind centering on equitable access to opportunities and a rights-based approach to human agency and human development.

Total resources required	USD 94,055.63
Total allocated resources:	
UNDP CCCF CS	USD 68,364.00
TIKA	USD 25,691.63
Co-funded by Development Effectiveness Project BIH10/00080767:	USD 30,936.60*
*Project Management Costs	

Agreed by UNDP:

Marina Dimova-Golosh, Officer-in-Charge (OIC)

20 September 2023

Date

I. PURPOSE AND EXPECTED OUTPUT

Background

Gender-based discrimination in employment and the labour market represents a significant challenge in Bosnia and Herzegovina (BiH). Gender inequality is reflected in lower employment rates for women, with current labour force participation rate for women in BiH being at 35.2%, while for men it is 58.7% with a difference of over 23 percentage points.¹

Despite the law provisions that prohibit it², gender pay gap persists. According to the 2015 World Bank Survey³, hourly pay is around 9% higher in favor of men in BiH. Also, more education does not translate to higher or better employment. Overall, data shows that finding a job is much tougher for women than it is for men, women are overrepresented in the informal sector, and they are more likely to work under precarious conditions (long working hours, small and often delayed salaries and fear of job loss).⁴ More favorable climate for women in BiH is in public sector jobs as well as those in government owned enterprises which are better paid⁵, more secure and demand less overtime than private sector employment.

An additional challenge that negatively influences participation of women in labour market in BiH are poor quality and/or affordability of social services or a lack thereof⁶ coupled with a large reliance on women in the care economy due to traditional social norms that treat this work as an unpaid and deeply gendered obligation. This is further reinforced by structural challenges with unequal maternity entitlements across cantons in Federation BiH (FBiH), causing discrimination against working women based on place of residence, further deepening the territorial inequalities and creating new patterns of migration.⁷

Since the onset of the COVID-19 pandemic, women have been at the brunt of the economic and jobs crisis, with their job loss rate being 1.8 times greater than that of men. EU estimates that the poverty rate among women could go up by 9.1%⁸. BiH business owned by women, on average, have declared significantly higher turnover drops, and within businesses that had to be closed during the pandemic, those with mostly women employees was more than double in comparison to those employing mostly men.⁹ Moreover, government budgets revisions have dramatically reduced social support, and cut planned funds for women led businesses, with many of the recovery measures being designed for medium and large companies. The increased demand for unpaid care work during preschool, school and other public services closures placed an even greater strain on working mothers with 75% of women reporting a significant increase in care work since the onset of the pandemic.¹⁰ Single parents face an even greater challenge because many have been laid off or forced to quit their job to care for their children.

The above analysis illustrates the depth and complexity of challenges faced by women in the labour market of Bosnia and Herzegovina. In order to counter these challenges and prevent the further deepening of the

¹ National Human Development Report 2020: Social Inclusion in Bosnia and Herzegovina, 2021. Available on: https://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/library/nhdr/NHDR2020_SocialInclusion.html

² <https://arsbih.gov.ba/english/law-on-gender-equality-in-b-h/>

³ Available on: <https://documents1.worldbank.org/curated/en/754241467992483659/pdf/97640-ESW-P132666-and-P152786-Box385353B-PUBLIC-BiH-Gender-Disparities-in-Endowments.pdf>

⁴ National Human Development Report 2020: Social Inclusion in Bosnia and Herzegovina, 2021.

⁵ In addition to salaries, public sector employees and those employed by government owned companies enjoy benefits usually granted under collective agreements such as holiday allowance, meals allowance and compensation for transport costs, longer annual paid leave and salary compensation during maternity leave. These additional benefits are rare in private sector jobs, where legal employment rights are poorly enforced.

⁶ Childcare, respite services for people with disabilities, ageing in place services for seniors, etc..

⁷ National Human Development Report 2020: Social Inclusion in Bosnia and Herzegovina, 2021.

⁸ https://ec.europa.eu/commission/presscorner/detail/en/IP_20_2184

⁹ UNDP, Economic Impact Assessment of COVID-19 in Bosnia and Herzegovina, 2020. Available on: https://bosniaherzegovina.un.org/sites/default/files/2020-05/UNDP_COVID-19_Economic_Impact_Assessment_BiH_Report_2020-05-28.pdf

¹⁰ Social Impacts of COVID-19 in BiH: Second Household Survey conducted by UNDP and UNICEF, 2021. Available on: <https://bosniaherzegovina.un.org/index.php/en/124881-social-impact-assessment-covid-19-bosnia-and-herzegovina-second-household-survey>

economic inequalities for women and feminization of poverty, **it is necessary to take action focused on creating a better enabling environment and strengthening position of women at work. The Gender Equality Seal for Private and Public Enterprises is UNDP's key organizational instrument towards achieving this goal.**

Gender Equality Seal for Private and Public Enterprises sets standards in the area of equal opportunities and includes a comprehensive method developed and implemented by UNDP in 12 countries with over 1800 companies globally to effect change in organizational culture, by introducing gender equal practices and policies to ensure decent work and working conditions for women. It offers a framework for public and private organizations to strengthen organizational gender mainstreaming mechanisms; to implement measures that will close gender gaps and to create equitable conditions for women and men. In addition, Gender Equality Seal standard provides organizations with the information and tools for becoming agents of change by offering working conditions that promote gender equality while increasing their productivity and economic gains.

Experience shows that in addition to work on altering company policies for gender equality, combined effects of awareness raising, capacity building and participatory processes that are put in place during implementation of the Gender Equality Seal standard, in addition to improving the situation of women at work often result in improved productivity for the company, decreased absenteeism, and in securing more inclusive work environment for all.

With this in mind, UNDP CO in BiH aims to test the interest of private and public sectors in BiH to participate in *Gender Equality Seal for Private Enterprises*, and to incentivize and support interested companies to **empower women at work by implementing the existing legal employment rights and by improving company policies and practices for gender equality.** In addition to curbing gender-based discrimination in employment and the labour market, this process, more broadly, would be important for examining how private sector players can implement policies that promote a **future of work that is decent by design** and is anchored in genuine and substantive gender equality, which is complementary to other UNDP CO BiH initiatives such as the emerging **Women Forum for Development**¹¹ which will serve as a consultative channel for UNDP to ensure evidence-based programming from gender angle.

This also presents an opportunity to achieve impact at scale, with UNDP using its convening capacity and partnerships achieved across its programming in economic and social realms to act as enabler and facilitator of change using the *Gender Equality Seal for Private Enterprises* method as a channel. It will also enable UNDP to be more inclusive, coherent, and systematic in its approach to empowering women. This initiative is also complementary to an internal **Gender Seal transformation process (2021-2022)** that the CO currently participates in, in a sense that it would expand the transformation process to partners in public and private sectors. *Gender Equality Seal for Private and Public Enterprises* is also in alignment with a number of the **EU directives to promote the situation of women in the labour market**¹², with actions strongly supporting the **BiH transposition of the EU Gender Equality Acquis.**

11 Women Forum for Development (WF4D) is envisioned as UNDPs support mechanism for networking, learning, and positive exchange between current and aspiring women leaders in BiH. WF4D is in the process of creating a multidisciplinary system for working for gender equality with networked learning and technical capacities, organized in four tracks: i) Transformative Leadership, ii) Decent Work, iii) Care Economy/Social Innovation, and iv) Knowledge Powerhouse.

12 Equal treatment and opportunities between women and men was first enshrined in the Acquis Communautaire through Article 119 of the EEC Treaty as the right of "equal pay for equal work". This provision evolved progressively into a number of Community instruments that safeguarded the principles of equal access to employment, to vocational training and promotion, and to working and living conditions, leading to the principle of non-discrimination. The Amsterdam Treaty introduced several new provisions that are the expression of these principles: article 2: achieving equality between men and women, as one of the objects of the Community; article 3, paragraph 2: eliminating inequalities in all employment strategies and Community actions; article 13 (ex-article 6 A): combatting discrimination based on sex or sexual orientation; article 137 (ex-article 118): promoting equality between men and women with regard to labour market opportunities and treatment at work; article 141 (ex-article 119): application of the principle of equal pay for equal work or work of equal value; equal pay without discrimination based on sex and introduction of "measures providing for specific advantages in order to make it easier for the under-represented sex to pursue a vocational activity or to prevent or compensate for disadvantages in professional careers". Also, the European Community adopted a number of directives to promote the situation of women in the labour markets and implemented a number of action programmes designed to promote equality of opportunity.

The philosophy of *Gender Equality Seal for Private Enterprises* draws on international human rights instruments and standards.

The proposed intervention will help positioning UNDP in BiH as the advisor of choice for both policymakers and private enterprises in terms of gender equality in employment and the labour market. The efforts are meant to incite multi-stakeholder policy dialogue, enabling the CO to mobilize strategic partnerships and resources for its implementation. Through the project, UNDP in BiH intends to engage governments, civil society, and private sector to endorse a set of gender seal equality standards designed to take the companies through a transformation process to empower women, create a more inclusive and enabling environment through their policies and practices and improve their productivity and image through enhanced gender equality outcomes and to pilot the existing UNDP Gender Equality Certification Programme and international Gender Seal Standard. Such a support is meant to enable BiH enterprises to integrate comprehensive measures to change their organizational structure and culture, creating fairer and more decent conditions for workers, as well as to develop company strategies that incorporate gender equality as an integral part of “good business”. The international Gender Seal Standard provides a concrete tool for the private sector to come together to help achieve the SDG Framework in BiH by reducing gender gaps and promoting both equality in the workplace and women’s economic empowerment. Fully in line with the UNDP Gender Equality Strategy, UN Sustainable Development Cooperation Framework (2021-2025) and Country Programme Document for BiH (2021-2025), these efforts are also expected to contribute to the implementation of the third Gender Action Plan of Bosnia and Herzegovina (GAP BiH) for the period 2018-2022 which represents a framework strategic document for inclusion of the principle of gender equality in all areas of social life and provides guidelines for development of operational plans of institutions at all levels of government in BiH. Furthermore, the project will consider if and where the standard needs to be adjusted and customised to the BiH context considering national legislation and country context specifics.

In parallel to the above, the Project will aim to promote investment and employment by investing in skills and knowledge of the workforce, focusing on increasing the participation of women in industries which have been traditionally dominated by men, such as the metal processing industry.

Depending on the outcomes of the first phase, the UNDP BiH CO will consider the continuation of the Project that would be centred around the organisation and delivery of training for auditors to evaluate companies’ compliance with the GEMS. Additionally, it would encompass a concrete support the selected enterprises to implement Gender Equality Action Plans developed under the Project, along with external audit of the progress achieved and certification of Gender Equality Seal.

Goal and expected output

The project will contribute to the **CP Output 1.3: Smart growth principles accelerate sustainable and inclusive economic development, contribute to decent work, and leverage development financing by the private sector.**

The **project Output** is defined as follows: Capacities of institutional partners and private sector actors enhanced to reduce gender gaps and promote gender equality in the workplace, thus contributing to women economic empowerment in BiH.

The project envisages the following two results/activities:

- Activity 1. Institutional partners strengthened to establish and enable the environment for implementation of Gender Equality Seal standard,
- Activity 2. Strengthened capacities of selected enterprises on gender equality assessment and Gender Seal Implementation,
- Activity 3. Addressing the traditionally low participation of women in specific industries, including the metal processing industry.

Under **Activity 1**, the project will **raise awareness and strengthen capacities of institutional partners** on the implementation of the international Gender Equality Seal standard in BiH, in a participatory manner through the creation of a committee under the leadership of BiH Gender Equality Agency with a varied representation

of stakeholders (government, women's organizations, employers' organizations, business associations, professional associations, academia, etc.). Furthermore, the project will consider if and where the standard needs to be adjusted and customised to the BiH context considering national legislation and country context specifics. In this case, the Standard should incorporate the following reference points through a gender equality lens: i) Women in decision-making positions, ii) Detecting and eliminating gender-based pay gaps, iii) Policies to improve work-life balance, iv) Women in all company sectors, v) Inclusive and non-sexist communication inside and outside the company, and vi) Promoting zero tolerance to sexual harassment in the workplace. Also, a Certification Programme will be developed to define certification ruling principles and requirements, guidelines for the evaluation model, and responsibilities of the parties.

To ensure a successful implementation of Gender Equality Seal standard UNDP will support the capacity building process through the **selection and training of GEMS advisors**, who will be providing technical support and accompany enterprises in the in-situ GEMS implementation. An important enabler of this process is the fact that the UNDP Panama Office, which has championed and is in the lead of this global initiative, has a dedicated team of specialists capacitated to provide technical assistance and support CO during project implementation and training of GEMS advisors. The UNDP BiH CO will be supported by the UNDP Office in Panama by providing training courses for gender equality advisers (or agents).

Also, efforts will be taken to **popularize relevance of Gender Equality Seal standard** prior to issuing the Public Call for Private Enterprises for expressing interest in participation in the Project. A digital media campaign will be organized to inform key stakeholders (both public and private) on Gender Equality Seal. Particularly, the campaign will target the business community, as the private sector, given its importance, represents one of the key stakeholders and project beneficiaries that could benefit from investing in gender equality.

This activity entails the following actions:

- 1.1. Strengthening capacities of institutional partners on the implementation of Gender Equality Seal standard;
- 1.2. Endorsement of GEMS and GEMS contextualisation through multi-stakeholder consultations;
- 1.3. Training of GEMS advisors/agents to provide technical support to enterprises; and
- 1.4. Promotion and awareness raising on Gender Equality Seal standard.

Under **Activity 2**, the project will focus on the developing capacities of selected enterprises on gender equality assessment and Gender Seal implementation in order to create a more just equitable work environment that maximizes the capacities of all personnel, and to improve staff performance and commitment, as well as reduce absenteeism. Through the participation in the Project, the selected enterprises are expected to enhance their public image as leaders in fostering corporate responsibility. The **selection of participating enterprises** will be performed through a Public Call for Private Enterprises, with expected at least 3 enterprises selected. Upon the completed selection, the Project will perform several actions, including formal presentation of GEMS to selected company boards, obtaining a written commitment of interest from each company, **training of senior management and the designated gender committee within participating companies**, and supporting the company in the design of the Gender Equality Policy.

The selected companies will carry out a diagnosis analysing the characteristics of its personnel, policies and working conditions. This step is meant to detect existing gaps and identify whether there are procedures and practices that may generate inequalities, unfairness and/or discrimination on gender grounds. The Gender Equality Committee will be responsible for preparing the diagnosis within each selected enterprise. For this purpose, selected enterprises will be provided with access to Equality@Work Online Platform, which is a gender gap-assessment tool created to simplify the process. In addition, companies may use other tools, such as questionnaires, interviews, focal groups, document review, and observation. The diagnosis will result in a comprehensive report that identifies gender gaps and examines the company's existing strengths, weaknesses, opportunities, and threats regarding this issue. The diagnosis, which generally takes up to two months, will provide the necessary information to **prepare the company's Gender Equality Policy**, which is the next step in the process. The Gender Equality Policy is a core requirement of a Gender Equality Management System Certification Programme, laying out measures and goals in

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an Action Plan. The trained GEMS advisors/agents will support the selected companies in gender equality assessment and development of **Gender Assessment Action Plans**.

Once the Gender Equality Policy is ready and approved by senior management, **the selected enterprises should commence work on the implementation of the Action Plans**. Following implementation of the Action Plans, an independent audit should be carried out by the trained GEMS auditors to assess the degree to which companies have been successful in implementing the Action Plans and applying the GEMS. The certification audit is the final step to **obtain the Gender Equality Seal**. The goal is to evaluate the company's compliance with the Standard and to identify areas for improvement. This grants public recognition to the company's achievements. Once awarded the Seal, the selected enterprises will commit to ongoing improvements to reduce all gender barriers throughout the organization. As previously mentioned, this set of activities would be part of the second phase of the project should it be approved.

This activity entails the following actions:

- 2.1. Developing capacities of selected enterprises on gender equality assessment and Gender Seal implementation;
- 2.2. Supporting the developing Gender Equality Action Plans for selected enterprises.

As part of **Activity 3**, the Project will enhance the technical and operational capacities of the Gradacac Training Center, a vocational training institution which was established with UNDP's support to reduce the skills gap of the labour force in target industries within the Northern Bosnia region. This enhancement will enable the Center to effectively implement new training programs tailored to meet the workforce demands of the industry. The intended support encompasses the procurement and delivery of essential IT equipment and CAD CAM software. Additionally, the development of a dedicated website is included in the scope of support.

By working closely with the UNDP Istanbul Regional Hub (IRH), a Training of Trainers (ToT) program will be designed and implemented for the selected cohort of engineers. Following the completion of the ToT training and based on the industry's requirements in the Northern Bosnia region, the Training Center will design and deliver a CNC milling and CAD CAM training modules catering to two individual cohorts of participants, in response to industry-identified needs in the region. This is anticipated to significantly enhance the employability prospects of all participants involved, enabling them to acquire vital skills and enhance their career opportunities within the rapidly growing industries. Given the fact that the metal processing industry has been traditionally male dominated in Bosnia and Herzegovina, the selection process of attendees of all the mentioned training programmes will primarily target the women participants.

Additionally, the Training Center will be supported to diversify its portfolio of training services offered to companies and individuals through the design of short-term trainings derived from the full CNC training package, to be able to respond to the fast paced and changing demands of the industry.

This activity entails the following actions:

- 3.1. Increasing technical and promotional capacities of the Training Centre;
- 3.2. Delivery of CNC milling and CAD CAM trainings;
- 3.3. Expansion of the vocational training center's training offering.

II. MANAGEMENT ARRANGEMENTS

UNDP in BIH will assume full responsibility and accountability for the overall management of the project, including achieving of the outputs, the efficient and effective use of resources, as well as implementation monitoring. The Direct Implementation Modality (DIM) will be applied, premised on the fact that institutional and administrative capacities within national stakeholders are still not sufficient to undertake core functions and activities, also having in mind its high potential for maximum cost-effectiveness and tailored flexible capacity development of institutional partners.

The project will be implemented by a part-time Institutional Coordination Officer (50%), a part-time Project Associate (50%), both at no cost¹³, supported by other UNDP BIH team members to draw on relevant expertise, ensure cross-fertilization and better impact. In addition, the Project will deploy key short-term national and/or international specialists to contribute and support the implementation of project activities as needed.

The Project will be supported by an in-house (no cost) Project Coordinator who will manage the project on a day-to-day basis on behalf of UNDP and will be responsible for ensuring that it produces the required results that can achieve the benefits defined in this document. She/he will ensure conceptualisation, delivery, and monitoring of project activities, close coordination with institutional partners and other relevant actors, visibility of results, as well as knowledge management.

III. MONITORING

The initiative will be monitored based on specific indicators defined under output.

¹³ Project Management costs will be funded from the Development Effectiveness Project, BIH10/00080767, as follows; Travel - 71600 USD 1,800, NPSA - 71400 USD 15,795.00, Visibility – 74200 USD 5,000, Translation – 74000 USD 2,000, Rent – 73100 USD 4,050. Total USD 30,936.60 with GMS (USD 28,645 + USD 2,291.60 GMS 8%).

IV. WORK PLAN

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME					PLANNED BUDGET			
		Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	RESPONSIBLE PARTY	Funding Source	Budget Description
<p>CP Output 1.3: Smart growth principles accelerate sustainable and inclusive economic development, contribute to decent work, and leverage development financing by the private sector.</p> <p>Initiation Plan Output: Capacities of institutional partners and private sector actors enhanced to reduce gender gaps and promote gender equality in the workplace, thus contributing to women economic empowerment in BiH.</p> <p>Indicator 1.1. Number of private sector partners engaged in adopting and implementing "Gender Equality Seal Standard" Baseline 2022: 0 Target 2023: 3</p> <p>Indicator 1.2: Level of capabilities and knowledge of institutional and private sector partners to implement Gender Seal Standard and prevent economic inequalities and discrimination of women in the workplace Baseline 2022: Insufficient capabilities and knowledge of institutional and private sector partners to implement Gender Equality Seal standard and lack of actions to prevent the economic inequalities for women. Annual targets:</p>	<p>Activity 1. Institutional partners strengthened to establish and enable the environment for implementation of Gender Equality Seal standard.</p> <p><u>Actions under Activity 1:</u></p> <ul style="list-style-type: none"> ○ Strengthening capacities of institutional partners on the implementation of Gender Equality Seal standard ○ Endorsement of GEMS and GEMS contextualisation through multi-stakeholder consultations ○ Training of advisors/agents to provide technical support to enterprises ○ Promotion and awareness raising on Gender Equality Seal standard 						UNDP	UNDP	71300 Contractual services – individuals	17,400.00
									72100 Contractual services-companies	20,000.00
									75700 Meetings	4,000.00
									71300 Contractual services – individuals -	11,400.00

<p>Target 2023: Knowledge in the subject matter by relevant partners increased, with at least 20 representatives participating in the Project's activities</p> <p>Target 2023: Gender Equality Seal standard endorsed by the Committee and customized for BiH context</p>	<p>Activity 2. Strengthened capacities of selected enterprises on gender equality assessment and Gender Seal Implementation.</p> <p>Actions under Activity 2:</p> <ul style="list-style-type: none"> ○ Developing capacities of selected enterprises on gender equality assessment and Gender Seal implementation ○ Supporting the developing Gender Equality Action Plans for selected enterprises 						UNDP	UNDP	72800 Information and Technology	10,500.00
<p>Indicator 1.3. Number of women trained for jobs in the metal industry (including the ToT training and C</p> <p>Baseline: 0</p> <p>Target 2023: 7</p>	<p>Activity 3. Addressing the traditionally low participation of women in specific industries</p> <p>Actions under Activity 3:</p> <ul style="list-style-type: none"> ○ 3.1. Increasing technical and promotional capacities of the Training Centre; ○ 3.2. Delivery of CNC milling and CAD CAM trainings; ○ 3.3. Expansion of the vocational training center's training offering. 						UNDP	TIKA	72800 Information and Technology 71600 Travel 74500 Bank charges 75700 Training costs	5,200.00 9,700.00 500.00 8,388.55

	TOTAL USD:	USD 87,088.55
	Total GMS 8 %	USD 6,967.08
	TOTAL PROJECT	USD 94,055.63
	Development Effectiveness Project, BIH10/00080767 with GMS 8%	USD 30,936.60

ANNEX I. SOCIAL AND ENVIRONMENTAL SCREENING

Project Information

Project Information	
1. Project Title	Fostering an Enabling Environment for Women at Work in Bosnia and Herzegovina through Gender Equality Seal for Private Enterprises (FEEWW)
2. Project Number (i.e. Atlas project ID, PIMS+)	Award ID: BIH10/00146598, Output ID: 0133571
3. Location (Global/Region/Country)	Bosnia and Herzegovina
4. Project stage (Design or Implementation)	Design
5. Date	20 October 2022 (initial screening), 28 August 2023 for the revision of the Initiation Plan

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the project mainstreams the human rights-based approach

The Project represents a tailored intervention that will be focused on creating a better enabling environment and strengthening position of women at work in Bosnia and Herzegovina. It is fully aligned with the internal Gender Seal Transformation Process (2021-2022) and with a number of the EU directives to promote the situation of women in the labour market, with foreseen activities that will strongly support the BiH transposition of the EU Gender Equality Acquis. The Project will utilize the Gender Equality Seal for Private and Public Enterprises, a comprehensive method developed and implemented by UNDP in 12 countries with over 1800 companies globally implementing the standard.

Being a GEN-3 project, it will promote human rights of target groups and gender equality in the private sector and labour market, therefore contributing to the creation of equal opportunities and promoting gender quality practices and policies to ensure decent work and working conditions for women. The project will engage relevant government counterparts, civil society, and private sector to endorse a set of gender seal equality standards designed to take the companies through a transformation process to empower women, create a more inclusive and enabling environment through their policies and practices and improve their productivity and image through enhanced gender equality outcomes. In addition, the Project will support the increased participation of women in industries which are traditionally dominated by men, like the metal processing industry.

Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment

The Project seeks to enhance the capacities of key institutional partners and private sector actors to reduce gender gaps and promote gender equality in the workplace and women's economic empowerment in BiH. Furthermore, it will raise awareness and strengthen capacities of institutional partners on the implementation of the international Gender Equality Seal standard in BiH, in a participatory manner through the creation of a committee under the leadership of BiH Gender Equality Agency with a varied representation of stakeholders. The Project will focus on the developing capacities of at least 3 selected enterprises on gender equality assessment and Gender Seal implementation in order to create a more just equitable work environment that maximizes the capacities of all personnel, and to improve staff performance and commitment, as well as reduce absenteeism. Through the envisaged training programmes to be implemented by the Gradacac Training Centre, women who will participate in the trainings will significantly enhance their employability prospects, enabling them to acquire vital skills and enhance their career opportunities within the rapidly growing industries.

Briefly describe in the space below how the project mainstreams sustainability and resilience

Given the nature of the Project, it does not pose a risk to the environment. Furthermore, the Project will apply particular attention to environmental aspects in designing and delivering the interventions, e.g. during the design of selection criteria for SMEs that will participate in the project. It will adhere strictly to the appropriate national legislation and UNDP's Social and Environmental Standards (SES).

Briefly describe in the space below how the project strengthens accountability to stakeholders

As previously elaborated, the Project will raise awareness and strengthen capacities of institutional partners on the implementation of the international Gender Equality Seal standard in BiH, in a participatory manner through the creation of a Committee under the leadership of BiH Gender Equality Agency with a varied representation of stakeholders (government, women's organizations, employers' organizations, business associations, professional associations, academia, etc.). Furthermore, the project will consider if and where the standard needs to be adjusted and customised to the BiH context considering national legislation and country context specifics, in close collaboration with the Committee. In this case, the Standard should incorporate the following reference points through a gender equality lens: i) Women in decision-making positions, ii) Detecting and eliminating gender-based pay gaps, iii) Policies to improve work-life balance, iv) Women in all company sectors, v) Inclusive and non-sexist communication inside and outside the company, and vi) Promoting zero tolerance to sexual harassment in the workplace. Also, a Certification Programme will be developed to define certification ruling principles and requirements, guidelines for the evaluation model, and responsibilities of the parties.

The project-instigated Committee will represent a mechanism for joint and transparent decision making among the relevant stakeholders, suggest concrete areas and mechanisms for meaningful participation and inclusion of all stakeholders, information on how the affected stakeholders and individuals would be enabled to raise concerns and/or grievances including a redress processes when activities may have adverse impact. The stakeholders will be informed about availability of the UNDP Social and Environmental Compliance Review and Stakeholder Response Mechanism. The Project will ensure full and effective stakeholder engagement, including through a mechanism to respond to complaints from Project-affected people: <https://www.undp.org/accountability/audit/secu-srm/stakeholder-response-mechanism>.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>		QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>		QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High	
Risk Description <i>(broken down by event, cause, impact)</i>	Impact and Likelihood (1-5)	Significance (Low, Moderate, Substantial, High)	Comments (optional)	Description of assessment and management measures for risks rated as Moderate, Substantial or High	
If the key stakeholders participating in the Committee do	I = 2 L = 2	Low		The Project will be continuously engaged and providing technical assistance to the key	



not have the capacity to meet their obligations in the project, it may cause delay in implementation of the envisaged activities				stakeholders, especially to the BiH Gender Equality Agency, in order to secure their participation and fulfilment of their roles.												
If the Project do not engage all relevant stakeholders that are of relevance for this subject, there is a possibility that some of the stakeholders, especially those representing marginalized groups, might be excluded from the participation and decision making	I = 2 L = 2	Low		The Project will closely collaborate with the BiH Gender Equality Agency to include all relevant stakeholders in the project-instigated Committee (government, women's organizations, employers' organizations, business associations, professional associations, academia, etc.), coupled with hands-on technical assistance and support. To secure an adequate participation of women in the foreseen training programme, the Project will collaborate with the Gradacac Training Centre on the development and implementation of promotional campaign among the educational institutions and private sector companies.												
QUESTION 4: What is the overall project risk categorization?																
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right;"><i>Low Risk</i></td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td style="text-align: left;">The Project is assessed as a low-risk category</td> </tr> <tr> <td style="text-align: right;"><i>Moderate Risk</i></td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td style="text-align: right;"><i>Substantial Risk</i></td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td style="text-align: right;"><i>High Risk</i></td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> </table>					<i>Low Risk</i>	<input checked="" type="checkbox"/>	The Project is assessed as a low-risk category	<i>Moderate Risk</i>	<input type="checkbox"/>		<i>Substantial Risk</i>	<input type="checkbox"/>		<i>High Risk</i>	<input type="checkbox"/>	
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<i>Substantial Risk</i>	<input type="checkbox"/>															
<i>High Risk</i>	<input type="checkbox"/>															
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)																
Question only required for Moderate, Substantial and High Risk projects																
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;"><u>Is assessment required? (check if "yes")</u></td> <td style="width: 10%;"></td> <td style="width: 10%; text-align: center;">No</td> <td style="width: 20%;"></td> <td style="width: 10%; text-align: center;">Status? (complete d, planned)</td> </tr> <tr> <td style="text-align: center;"><i>if yes, indicate overall type and status</i></td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> <td style="text-align: center;">Targeted assessment(s)</td> <td></td> </tr> </table>					<u>Is assessment required? (check if "yes")</u>		No		Status? (complete d, planned)	<i>if yes, indicate overall type and status</i>	<input type="checkbox"/>		Targeted assessment(s)			
<u>Is assessment required? (check if "yes")</u>		No		Status? (complete d, planned)												
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	<input type="checkbox"/>	ESIA (Environmental and Social Impact Assessment)	
	<input type="checkbox"/>	SESA (Strategic Environmental and Social Assessment)	
Are management plans required? (check if "yes")	<input type="checkbox"/>		
<i>If yes, indicate overall type</i>	<input type="checkbox"/>	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
	<input type="checkbox"/>	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
	<input type="checkbox"/>	ESMF (Environmental and Social Management Framework)	
Based on identified <u>risks</u>, which Principles/Project-level Standards triggered?		Comments (not required)	
Overarching Principle: Leave No One Behind			
Human Rights	<input type="checkbox"/>		
Gender Equality and Women's Empowerment	<input type="checkbox"/>		
Accountability	<input type="checkbox"/>		
1. Biodiversity Conservation and Sustainable Natural Resource Management	<input type="checkbox"/>		
2. Climate Change and Disaster Risks	<input type="checkbox"/>		
3. Community Health, Safety and Security	<input type="checkbox"/>		
4. Cultural Heritage	<input type="checkbox"/>		

	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	<input type="checkbox"/>	
	7. Labour and Working Conditions	<input type="checkbox"/>	
	8. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
QA Assessor	28 August, 2023	Muamer Mulahasanovic, Sector Associate, Sustainable Growth Sector
QA Approver	28 August, 2023	Ismar C�eremida, Sector Leader, Sustainable Growth Sector

Checklist Potential Social and Environmental Risks		Answer (Yes/No)
Overarching Principle: Leave No One Behind		
Human Rights		
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2	Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	Yes
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	No
<i>Would the project potentially involve or lead to:</i>		
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? ¹⁴	No
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
<i>Would the project potentially involve or lead to:</i>		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	No
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
P.12	exacerbation of risks of gender-based violence?	No

¹⁴ Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

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<i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below	
Accountability	
<i>Would the project potentially involve or lead to:</i>	
P.13 exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	Yes
P.14 grievances or objections from potentially affected stakeholders?	No
P.15 risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards	
Standard 1: Biodiversity Conservation and Sustainable <u>Natural</u> Resource Management	
<i>Would the project potentially involve or lead to:</i>	
1.1 adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2 activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4 risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5 exacerbation of illegal wildlife trade?	No
1.6 introduction of invasive alien species?	No
1.7 adverse impacts on soils?	No
1.8 harvesting of natural forests, plantation development, or reforestation?	No
1.9 significant agricultural production?	No
1.10 animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11 significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.12 handling or utilization of genetically modified organisms/living modified organisms? ¹⁵	No
1.13 utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ¹⁶	No

¹⁵ See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

¹⁶ See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		
<i>Would the project potentially involve or lead to:</i>		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? <i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	No
2.3	increases in <u>vulnerability to climate change</u> impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
<i>Would the project potentially involve or lead to:</i>		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4	alterations to landscapes and natural features with cultural significance?	No

4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
<i>Would the project potentially involve or lead to:</i>		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	risk of forced evictions? ¹⁷	No
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
<i>Would the project potentially involve or lead to:</i>		
6.1	areas where indigenous peoples are present (including project area of influence)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to screening question 6.3 is “yes”, then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk</i>	No
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	No

¹⁷ Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.