

**UNIVERSITY OF SARAJEVO  
GENDER EQUALITY ACTION PLAN  
(GEP UNSA)**

**FOR THE PERIOD 2022-2023**

**December 2021**

## **Abbreviations**

**BiH** -Bosnia and Herzegovina

**CIR** - Research and Development Centre

**FBiH** - Federation of Bosnia and Herzegovina

**GAP BiH** - Gender Action Plan of Bosnia and Herzegovina

**Gender mainstreaming** - Integrating the gender equality principles into policies, projects, and programs

**GEP UNSA** - Gender Action Plan / Gender Equality Action Plan of the University of Sarajevo

**HR** - Committee for coordination and monitoring of the implementation of human resources software

**KS** - Sarajevo Canton

**OU** - Organizational units

**NIR** - Science and Research Department

**UNSA** - University of Sarajevo

## Contents

INTRODUCTION .....	4
METHODOLOGY.....	5
1. ANALYSIS OF RELEVANT GENDER-DISAGGREGATED STATISTICS.....	6
1.1. Enrolment by gender (per organizational units) .....	6
1.2. Composition of the teaching staff by gender and appointments .....	13
1.3. Analysis of the current policies and strategic documents in view of promoting gender equality.....	17
1.3.1. Statute of the University of Sarajevo.....	17
1.3.2. UNSA Code of Ethics .....	18
1.3.3. Development Strategy of the University of Sarajevo .....	19
1.3.4. Human Resources Strategy for Researchers of the University of Sarajevo - HRS4R Strategy 20	
1.4. Gender sensitive language .....	21
1.5. EU requirements/guidelines/principles in the area of gender equality .....	21
2. Goals of GEP UNSA .....	23
OPERATIVE PLAN OF THE GENDER EQUALITY PLAN OF THE UNIVERSITY OF SARAJEVO (GEP UNSA) FOR THE PERIOD 2022-2023 .....	24

## INTRODUCTION

Gender equality is one of the core principles of human rights and fundamental freedoms. Gender equality primarily refers to the situation of women and men and is usually viewed in the context of the whole society and opportunities available to women and men in education, work, development, and personal affirmation. The enjoyment of human rights and fundamental freedoms and antidiscrimination are the prerequisites for achieving gender equality.

Gender equality in higher education is of particular importance, because, if unaddressed, it may result in the risk of overlooking or neglecting the talent, diverse views, experiences and needs of individuals and social groups, which in turn leads to the creation of products, services and policies which are less optimal, as they do not capitalize on all available talent, and target and are intended for only a fragment of society.<sup>1</sup> European research area exhibits underrepresentation of women, particularly in STEM and in managing positions. Gender equality in research is essential, not only as an issue of equality, but also as a means to address current and future deficits in terms of competent workforce in the EU.

Applicable laws in Bosnia and Herzegovina, primarily the Law on Gender Equality in BiH, guarantee gender equality for all citizens in all social spheres, including, but not limited to: education, economy, employment and labour, social protection and healthcare, sports, culture, public life and media.<sup>2</sup> In addition, the Law provides for the obligation of all state bodies to take all appropriate and necessary measures to enforce the provisions of this Law, and the Gender Action Plan of BiH, which, in addition to everything listed above, includes equal representation of both sexes in decision making positions, equal opportunities for promotion and development and available opportunities for work-life balance.

European Commission Gender Equality Strategy 2020-2025 aims at “achieving gender-equal Europe, where gender based violence, gender discrimination and structural inequalities between women and men will be a thing of the past”. In line with the principles outlined in the Strategy, the Gender Equality Plan of the University of Sarajevo (GEP UNSA) encompasses key international standards in the context of institutionalization of gender equality.<sup>3</sup>

In 2012, the European Commission defined three goals to be achieved: Gender equality in research careers, gender equality in decision making and gender mainstreaming in research and innovation. Gender equality features prominently when it comes to the EU funds. In all calls open as of 2022, a gender equality plan will be a financing requirement for all public institutions, higher education institutions and research organizations from EU member countries and other applicant countries within the Horizon Europe programme.

---

<sup>1</sup><https://eige.europa.eu/gender-mainstreaming/toolkits/gear/why-change-must-be-structural>

<sup>2</sup> Official Gazette of BiH, 16/03, 102/09 and 32/10.

<sup>3</sup><https://charter-equality.eu/the-charter/the-eu-and-gender-equality.html>

University Presidency in Sarajevo initiated the drafting of the GEP UNSA, with the aim of systemic gender mainstreaming of the University operations, with special focus on the necessary compliance with the Horizon Europe application criteria for EU funds. University of Sarajevo received the European Commission's Research Excellence award given to research institutions which pay special attention to improving working conditions for researchers in line with the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Addressing the issue of gender equality will contribute to the implementation of the Human Resources Strategy for Researchers (HRS4R). GEP UNSA has been developed in line with the needs identified in the area of promoting of gender equality and harmonized with the relevant documents analysed below. All the documents listed contain relevant references in the area of gender equality and segments seeking to prevent gender based discrimination and harassment and promote equality and equal opportunities for teaching staff, with the aim of creating the environment of excellence for researchers.

## METHODOLOGY

Building on previous experiences and practice of gender mainstreaming at the University, the drafting process of GEP UNSA relied on consultations with the representatives of UNSA, the review of relevant literature and comparative review of gender action plans/gender equality plans of the universities in the region and the European Union.

The following documents were consulted and reviewed in the course of the drafting process:

1. Code of Ethics of the University of Sarajevo<sup>4</sup> and the Decision on Amendments to the UNSA Code of Ethics<sup>5</sup>
2. Human Resources Strategy for Researchers with Action Plan (HRS4R)<sup>6</sup>
3. University of Sarajevo Development Strategy 2019-2023<sup>7</sup>
4. Guidelines for prevention and protection against gender based violence in crisis situations in the area of the Sarajevo Canton<sup>8</sup>
5. Horizon Europe Work Programme 2021-2022.<sup>9</sup>

Relevant statistics on students (gender distribution of enrolled and graduated students), teaching staff and employees in the bodies and organisational units of the University was collected and analysed for the purpose of GEP UNSA.

---

<sup>4</sup> <https://www.unsa.ba/sites/default/files/dodatak/2021-02/EK12.pdf>

<sup>5</sup> [https://www.unsa.ba/sites/default/files/dodatak/2021-10/Odluka%20izmjenama%20i%20dopunama%20Etickog%20kodeksa\\_0.pdf](https://www.unsa.ba/sites/default/files/dodatak/2021-10/Odluka%20izmjenama%20i%20dopunama%20Etickog%20kodeksa_0.pdf)

<sup>6</sup> [https://www.unsa.ba/sites/default/files/inline-files/UNSA%20HRS4R%20Strategija%20i%20AP\\_BOS\\_0.pdf](https://www.unsa.ba/sites/default/files/inline-files/UNSA%20HRS4R%20Strategija%20i%20AP_BOS_0.pdf)

<sup>7</sup> [https://www.unsa.ba/sites/default/files/dodatak/2019-05/Strategija%20razvoja%20UNSA\\_30042019\\_lektorisano.pdf](https://www.unsa.ba/sites/default/files/dodatak/2019-05/Strategija%20razvoja%20UNSA_30042019_lektorisano.pdf)

<sup>8</sup> <https://mrsri.ks.gov.ba/sites/mrsri.ks.gov.ba/files/smjernice.pdf>

<sup>9</sup> [https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2021-2022/wp-5-culture-creativity-and-inclusive-society\\_horizon-2021-2022\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2021-2022/wp-5-culture-creativity-and-inclusive-society_horizon-2021-2022_en.pdf)

GEP UNSA is structured as follows: introduction, methodology, baseline analysis including statistics and relevant documents, and the operative plan, defining activities, responsible persons, means of verification for progress monitoring and reporting. The integral part of the GEP UNSA, the operative plan defines the timeframe of the implementation of activities and provides the assessment of funds required for the implementation of the Plan.

Timeframe of the implementation of the GEP UNSA covers a two-year period (2022-2023) and is compatible with the implementation period of the Development Strategy of the University of Sarajevo 2019 - 2023. Following the expiration of this period, the drafting of a new UNSA Action Plan is recommended, in line with the goals of the new Strategy.

## **1. ANALYSIS OF RELEVANT GENDER-DISAGGREGATED STATISTICS**

The relevant statistics were analysed applying the following structure:

- Enrolment by gender (per organizational units)
- Teaching staff composition by gender and appointments
- Scholarship beneficiaries (teaching staff and students)

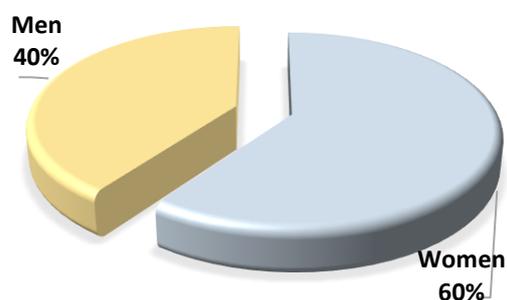
### **1.1. Enrolment by gender (per organizational units)**

According to the data of the Federation Statistics Institute (Statistical Bulletin, Higher Education 2020/2021, Sarajevo, 2021), during the school year 2020/2021 there were 67 registered public faculties, 5 academies, 3 religious faculties, 7 two-year colleges and 10 private universities/faculties in the Federation of Bosnia and Herzegovina.

There were 22 (33%) faculties, 3 (50%) academies, 2 (100%) faculties of theology and 5 scientific institutes registered within the University of Sarajevo (UNSA Statute, Sarajevo, 2018).

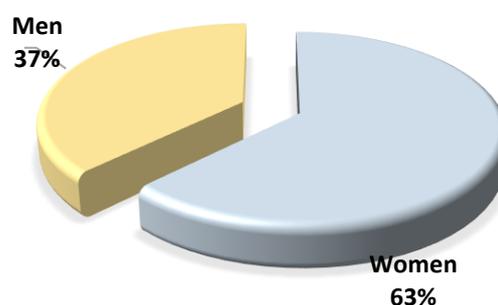
The data on the number of students enrolled in the academic year 2020/2021 in the Federation of BiH show the total enrolment of 58057 students, 34818 (60%) of whom are women. In the same period, there were 24787 (43% of the total number of enrolments in FBiH) students enrolled in UNSA, 15523 (63%) being women.

**GENDER COMPOSITION OF STUDENTS ENROLLED IN THE ACADEMIC YEAR 2020/2021 IN THE FEDERATION OF BIH**



Source: Federation Statistics Institute, Statistical Bulletin, Higher Education 2020/2021, Sarajevo 2021

**GENDER COMPOSITION OF STUDENTS ENROLLED IN UNSA IN THE ACADEMIC YEAR 2020/2021**



Source: Federation Statistics Institute, Statistical Bulletin, Higher Education 2020/2021, Sarajevo 2021

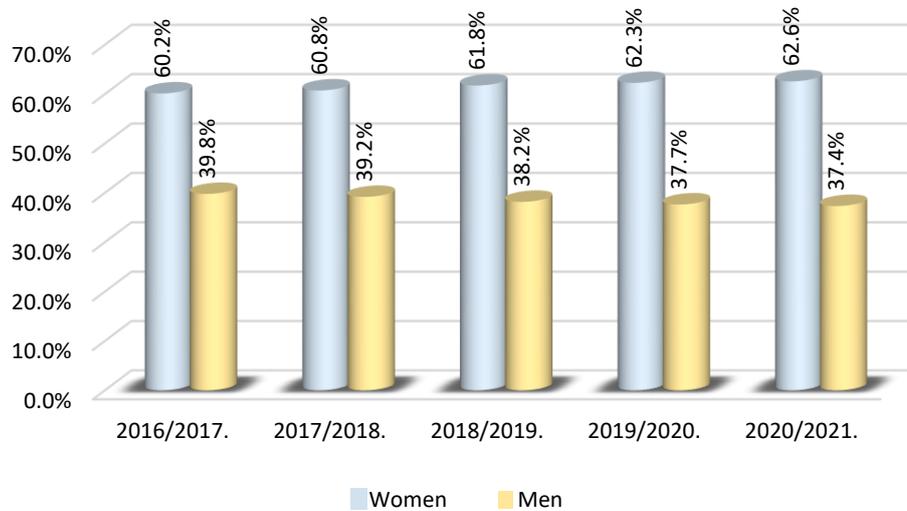
Students enrolled per school year, by gender:

Academic year	Students enrolled in UNSA		
	Total	Women	Men
2016/2017	29748	17901	11847
2017/2018	27037	16433	10604
2018/2019	26233	16207	10026
2019/2020	25266	15745	9521
2020/2021	24787	15523	9264

This allows for the conclusion that the numbers of students have been declining, which corresponds to the number of births in the Federation of BiH, and ever-growing migration.

Women are enrolling in higher education institutions more often. During the 5-year period, the women-men enrolment ratio favoured women (with around 25% difference). No significant variations have been identified in the observed period.

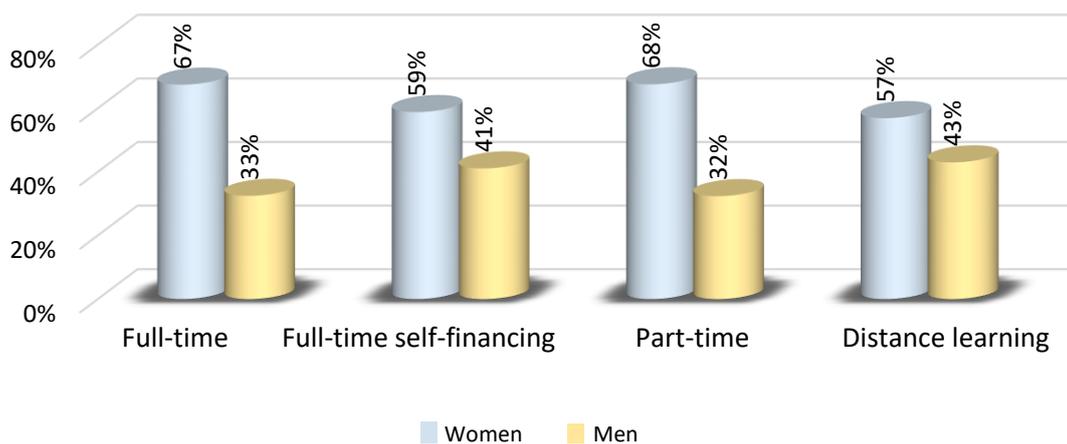
### STUDENTS ENROLLED IN UNSA BY ACADEMIC YEARS AND GENDER



Source: Federation Statistics Institute, Statistical Bulletin, Higher Education 2020/2021, Sarajevo 2021

Analysing the data on the status of UNSA students (full time, full time self-financing, part-time, and distance learning students), one can observe that women are more represented in categories of full time, self-financing and part time students. The share of male students is higher in distance learning category.

### ENROLLED STUDENTS BY STATUS AND GENDER



Source: Federation Institute of Statistics, Statistical Bulletin, Higher Education 2020/2021, Sarajevo 2021

It follows from the available data that the Faculty of Economics and Business saw the highest number of enrolments in the academic year 2020/2021 (13.3% of the total number of students enrolled in UNSA), followed by the Faculty of Political Sciences (9.7%) and Faculty of Philosophy (9.0%). With reference to the gender distribution, of the total number of women

enrolled in UNSA, 13.96% have enrolled in the Faculty of Economic and Business, 11.66% in the Faculty of Philosophy and 9.3% in the Faculty of Political Science.

UNSA	Students enrolled in the academic year 2020/2021		
	% of students enrolled in UNSA	% of female students as compared to UNSA	% of male students as compared to UNSA
Faculty of Architecture	2.4%	2.81%	1.80%
Faculty of Economics and Business	13.3%	13.96%	12.30%
Faculty of Electrical Engineering	6.4%	4.44%	9.72%
Faculty of Criminalistics, Criminology and Security Studies	3.4%	2.54%	4.76%
Faculty of Political Science	9.7%	9.31%	10.29%
Faculty of Sports and Physical Education	1.2%	0.44%	2.54%
Faculty of Transport and Communications	3.1%	2.22%	4.44%
Faculty of Health Studies	4.1%	4.88%	2.88%
Faculty of Pharmacy	3.5%	4.96%	1.03%
Faculty of Philosophy	9.0%	11.66%	4.60%
Faculty of Civil Engineering	2.9%	2.19%	4.03%
Faculty of Mechanical Engineering	4.9%	2.72%	8.57%
Faculty of Medicine	4.2%	4.64%	3.49%
Faculty of Educational Sciences	3.0%	4.45%	0.51%
Faculty of Agriculture and Food Sciences	2.7%	2.96%	2.19%
Faculty of Law	7.3%	7.88%	6.23%
Faculty of Science	7.4%	7.93%	6.51%
Faculty of Dental Medicine with Clinics	2.7%	3.08%	2.16%
Faculty of Forestry	1.4%	1.09%	1.93%
Faculty of Veterinary Medicine	1.6%	1.65%	1.50%
Faculty of Administration	0.6%	0.54%	0.69%
Academy of Fine Arts	1.1%	1.22%	0.91%
Academy of Performing Arts	0.4%	0.34%	0.61%
Faculty of Islamic Sciences	2.4%	1.01%	4.63%
Faculty of Catholic Theology	0.1%	0.03%	0.27%
Music Academy	1.2%	1.05%	1.40%

There is a higher share of women in the student body at most UNSA faculties and academies, with the most prominent difference at the Faculty of Educational Sciences where the share of women in the student body is 93.66%. There is a higher share of men at the Faculty of Catholic Theology (86.21%), Faculty of Sports and Physical Education (77.38%), Faculty of Islamic

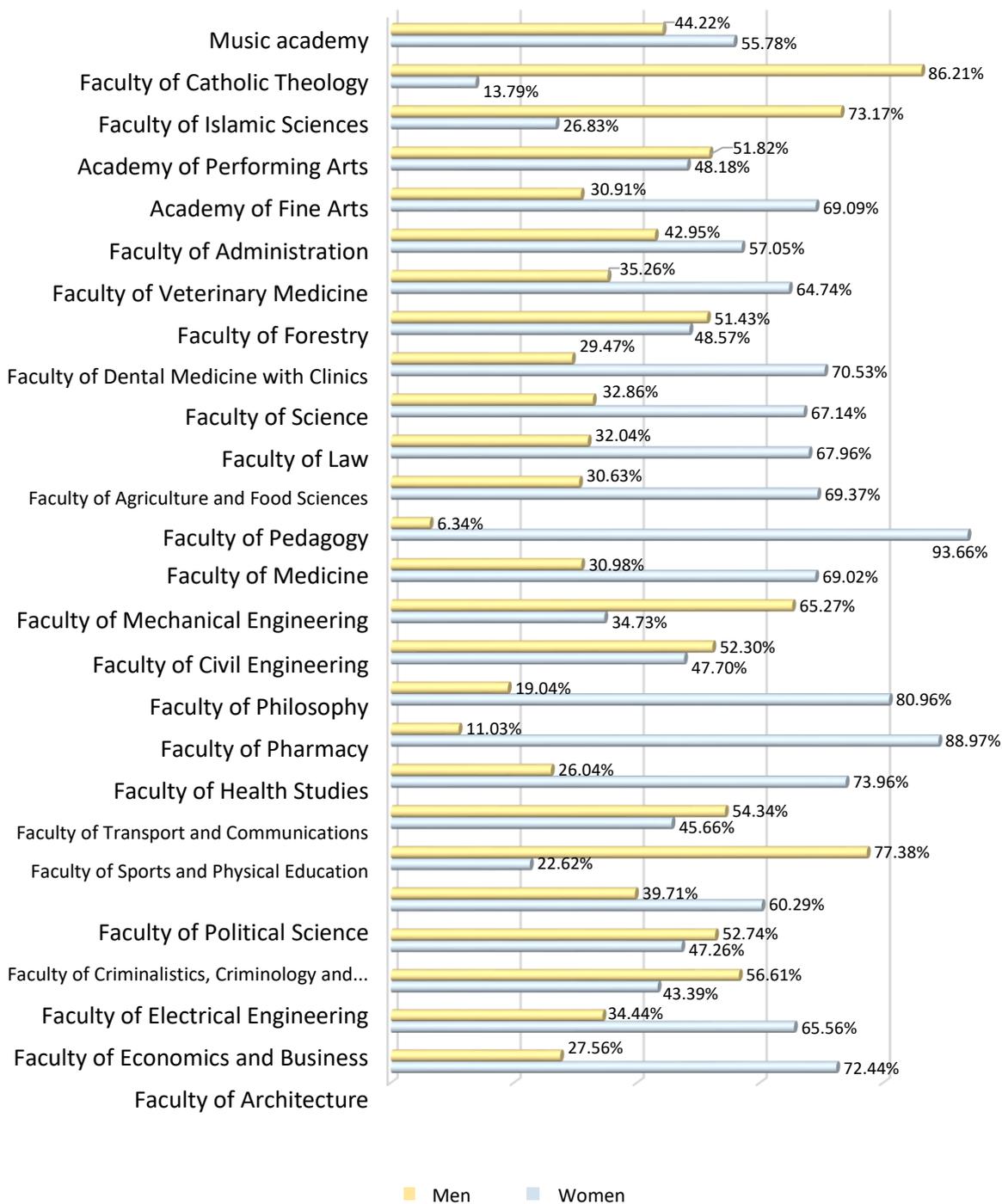
Sciences (73.1%) and technical faculties. The men-women ratio is quite equal at the Faculty of Forestry and Academy of Performing Arts. The share of male students at the Faculty of Mechanical Engineering is almost four times the share of women.

UNSA	Students enrolled in 2020/2021		
	Total	Women	Men
Faculty of Architecture	606	439	167
Faculty of Economics and Business	3322	2178	1144
Faculty of Electrical Engineering	1597	693	904
Faculty of Criminalistics, Criminology and Security Studies	840	397	443
Faculty of Political Science	2410	1453	957
Faculty of Sports and Physical Education	305	69	236
Faculty of Transport and Communications	760	347	413
Faculty of Health Studies	1029	761	268
Faculty of Pharmacy	870	774	96
Faculty of Philosophy	2248	1820	428
Faculty of Civil Engineering	717	342	375
Faculty of Mechanical Engineering	1221	424	797
Faculty of Medicine	1049	724	325
Faculty of Educational Sciences	741	694	47
Faculty of Agriculture and Food Sciences	666	462	204
Faculty of Law	1810	1230	580
Faculty of Science	1844	1238	606
Faculty of Dental Medicine with Clinics	682	481	201
Faculty of Forestry	350	170	180
Faculty of Veterinary Medicine	397	257	140
Faculty of Administration	149	85	64
Academy of Fine Arts	275	190	85
Academy of Performing Arts	110	53	57
Faculty of Islamic Sciences	589	158	431
Faculty of Catholic Theology	29	4	25
Music Academy	294	164	130

*Source: Federation Statistics Institute, Statistical Bulletin, Higher Education 2020/2021, Sarajevo 2021*

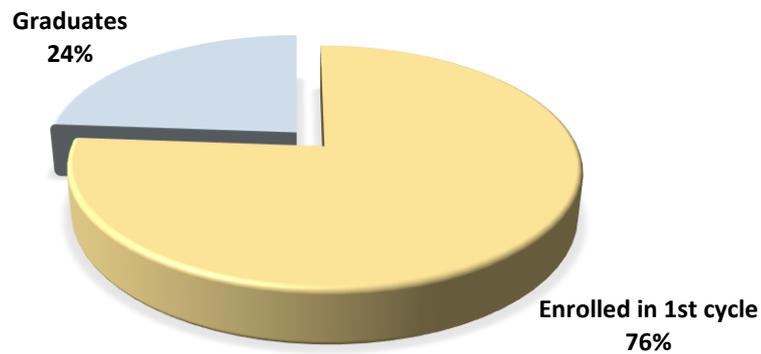
Of the total number of students in the academic year 2020/2021, 56.13% were women enrolled in the first cycle of studies at the University of Sarajevo, and 17.56% students graduated in the same year. There were 62% women among students enrolled in the first cycle of the Bologna program, and 64% women among graduated students.

## STUDENTS ENROLLED IN THE ACADEMIC 2020/2021



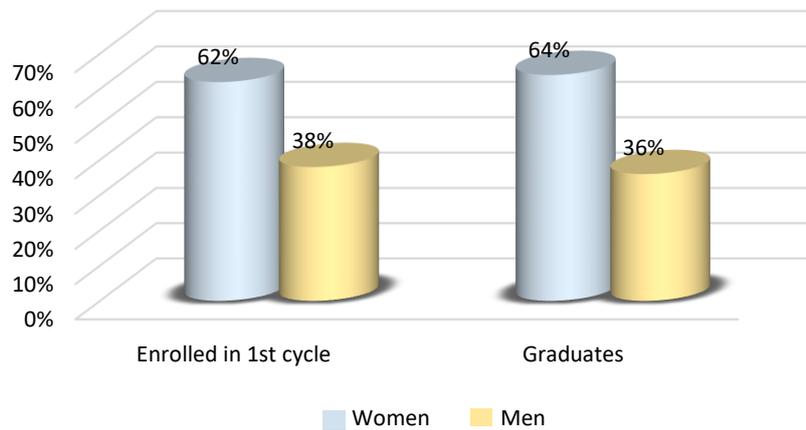
Source: Federation Statistics Institute, Statistical Bulletin, Higher Education 2020/2021, Sarajevo 2021

**STUDENTS ENROLLED IN THE FIRST CYCLE OF STUDIES AND GRADUATES IN  
2020/2021**



*Source: Federation Statistics Institute, Statistical Bulletin, Higher Education 2020/2021, Sarajevo 2021*

**STUDENTS ENROLLED IN 1<sup>ST</sup> CYCLE OF STUDIES AND  
GRADUATES, BY GENDER**

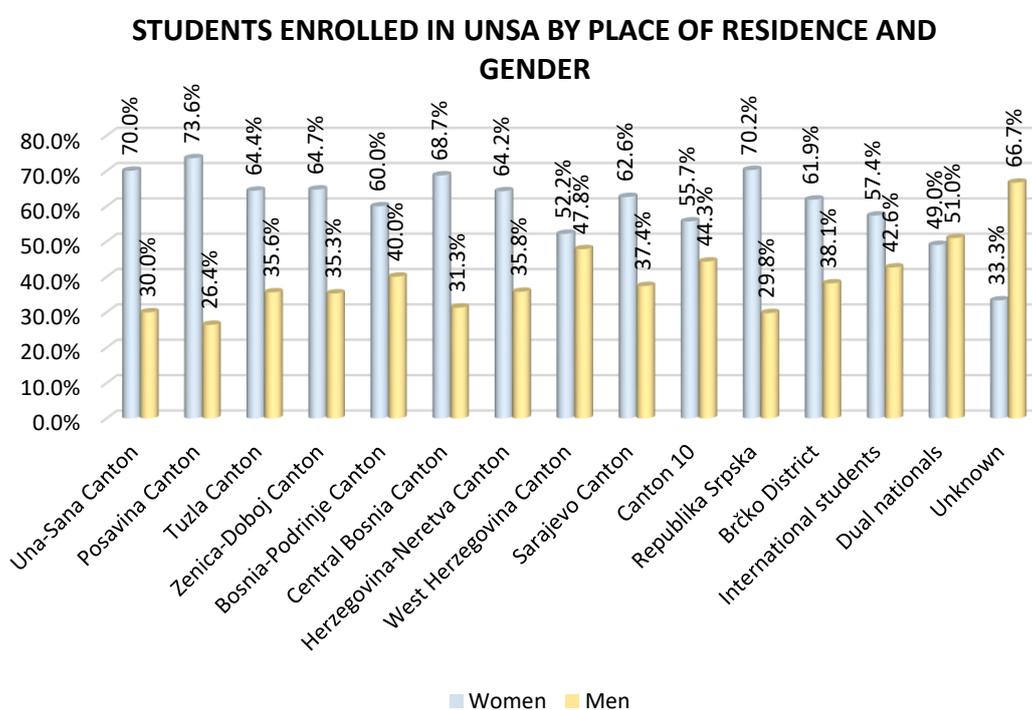


*Source: Federation Statistics Institute, Statistical Bulletin, Higher Education 2020/2021, Sarajevo 2021*

Observations of the structure of enrolled students by place of residence lead to the conclusion that more than a half of them reside in the Sarajevo Canton. There were more women than men enrolled from each canton.

Students enrolled in UNSA by place of residence.	
Una-Sana Canton	3.3%
Posavina Canton	0.2%
Tuzla Canton	3.8%
Zenica-Doboj Canton	13.0%
Bosnia-Podrinje Canton	2.2%

Central Bosnia Canton	7.6%
Herzegovina-Neretva Canton	3.0%
West Herzegovina Canton	0.1%
Sarajevo Canton	60.4%
Canton 10	0.4%
Republika Srpska	2.3%
Brčko District	0.4%
International students	2.8%
Dual nationals	0.4%
Unknown	0.1%



Source: Federation Statistics Institute, Statistical Bulletin, Higher Education 2020/2021, Sarajevo 2021

## 1.2. Composition of the teaching staff by gender and appointments

UNSA organization and operations as a public higher education institution in the Sarajevo Canton are regulated by the Law on Higher Education of BiH, Law on Higher Education of the Sarajevo Canton and the University Statute. The University of Sarajevo is comprised of 25 faculties, 3 academies and 5 research institutes with the status of full members, internally organized within six Science/Arts Groups in the fields of: social sciences, humanities, medical sciences, natural, mathematical and bio-technical sciences, technical sciences and arts.

The full members of the University of Sarajevo are: Academy of Fine Arts, Academy of Performing Arts, Faculty of Architecture, Faculty of Economics and Business, Faculty of

Electrical Engineering, Faculty of Islamic Studies, Faculty of Criminalistics, Criminology and Security Studies, Faculty of Political Sciences, Faculty of Sports and Physical Education, Faculty of Transport and Communications, Faculty of Health Studies, Faculty of Pharmacy, Faculty of Philosophy, Faculty of Civil Engineering, Faculty of Catholic Theology, Faculty of Mechanical Engineering, Faculty of Medicine, Music Academy, Teacher Training College/Faculty of Educational Sciences, Faculty of Agriculture and Food Science, Faculty of Law, Faculty of Science (Natural Sciences and Mathematics), Faculty of Dental Medicine (with Clinics), Faculty of Forestry, Faculty of Veterinary Medicine, Institute of History, Oriental Studies Institute, Language Institute, Institute for Genetics and Biotechnology, Institute for Crime Research and International Law. The University of Sarajevo also has one associate member - Faculty of Administration.

The subunits of the University of Sarajevo are University Tele-Information Centre, Centre for Interdisciplinary Studies, Centre for Human Rights, Centre for Coordination and Support in Research, Centre for Development and Maintenance of the University Campus, Library of the University of Sarajevo.

Teaching bases are: Clinical Centre of the University of Sarajevo and National and University Library of BiH

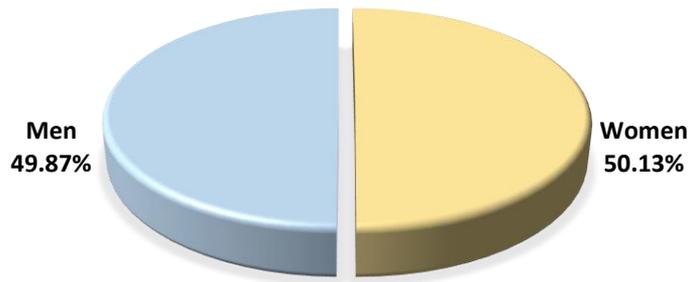
Institutions directly linked to the higher education activities of the University of Sarajevo are: University Student Centre, Gazi-Husrev Bey's Library and National Museum.

On 31 December 2020, the University of Sarajevo had 2,640 employees on employment contracts. With reference to support to the teaching and research process, the University of Sarajevo employs 1089 staff in professional departments, administration, and maintenance. This figure encompasses health workers of all profiles in the clinics of the Faculty of Dental Medicine.<sup>10</sup> Based on the data of the Federation Statistics Institute, Statistical Bulletin, Higher Education 2020/2021, in the academic year 2020/2021, the University of Sarajevo had a teaching staff of 1985 professors and associates, 995 (50.13%) of whom were women.

---

<sup>10</sup> Report on work of the University of Sarajevo for 2020, ISSN 2490-3299 (online edition).

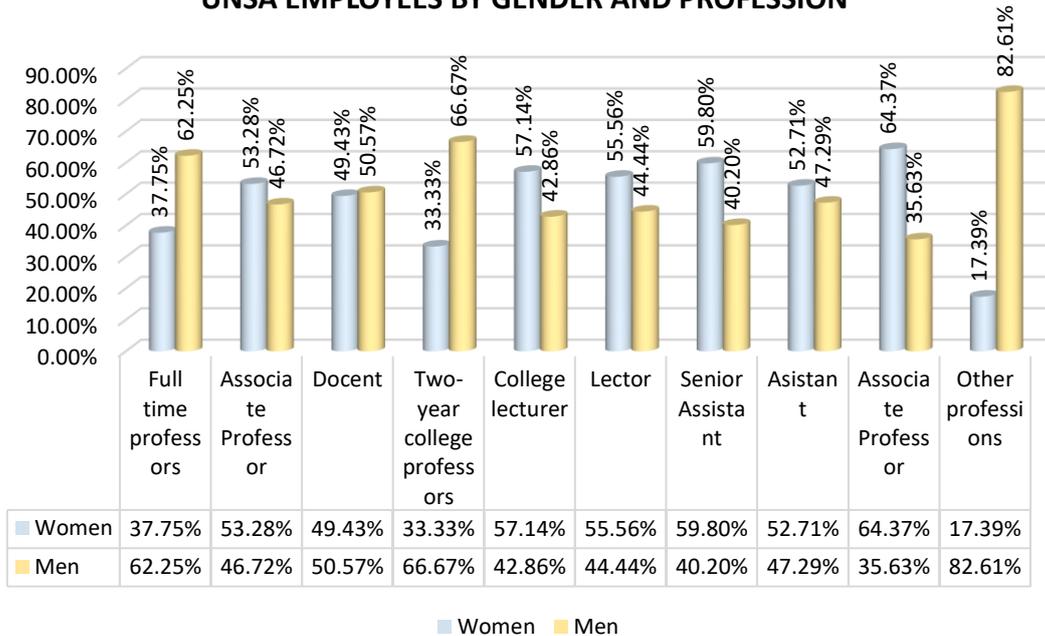
**PROFESSORS AND ASSOCIATES EMPLOYED AT UNSA IN  
2020/2021, BY GENDER**



*Source: Federation Statistics Institute, Statistical Bulletin, Higher Education 2020/2021, Sarajevo 2021*

Women prevail among full time professors, two-year college professors and other professions.

**UNSA EMPLOYEES BY GENDER AND PROFESSION**

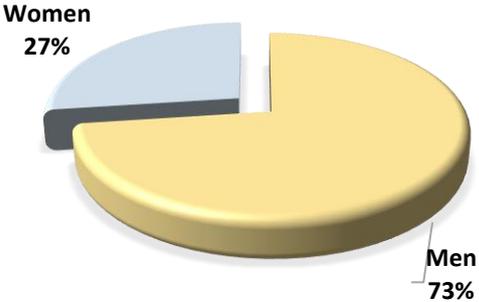


*Source: Federation Statistics Institute, Statistical Bulletin, Higher Education 2020/2021, Sarajevo 2021*

Women are less represented gender at decision making levels of UNSA. University President is a man, and women make 66.7% of the six provosts. Men are dominating among deans of UNSA faculties and academies (81%). There is only one woman (2.38%) among the 42 honorary doctors of UNSA.

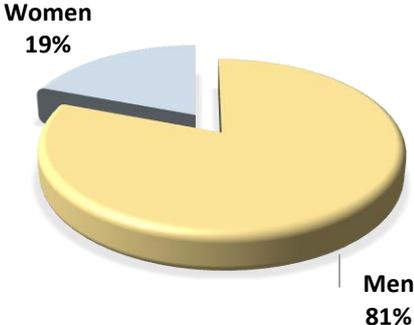
The Monograph 70 Years of the University of Sarajevo, the University of Sarajevo - at the forefront of social development in Bosnia and Herzegovina, issued in Sarajevo in 2019, refers to 19 University Presidents since the establishment, all of whom were men.

**SENATE MEMBERS BY GENDER**



*Source: UNSA Website*

**UNSA FACULTIES AND ACADEMIES - DEANS**



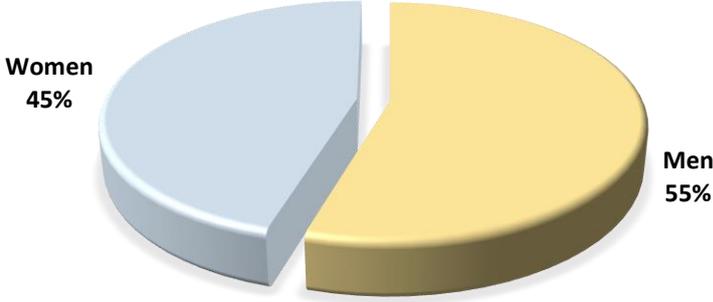
*Source: UNSA Website*

The UNSA Steering Committee has 11 members, 6 of whom are men and 5 are women.

The increase in the number of women in managing positions has been evident over the years, however, more should be done to support better opportunities for women to assume the highest managing positions, which has not been the case to date.

*Data on the new composition of the SC will be verified in the week of 13 December 2021.*

**MEMBERS OF THE STEERING COMMITTEE FOR THE 2017-2021 TERM, BY GENDER**



*Source: UNSA Website*

### **1.3. Analysis of the current policies and strategic documents in view of promoting gender equality**

Strategic documents directly or indirectly tackling the issue of gender equality are listed below.

#### **1.3.1. Statute of the University of Sarajevo**

In line with the regulations regulating higher education and research in the area of the Sarajevo Canton, the Statute of the University of Sarajevo regulates the following matters: activity, organization, mode of work, management, status of academic staff and other employees, status of students, financing of operations, and other matters relevant to the activity of higher education and research at the University of Sarajevo.

The Statute of the University recognizes affirmative action, in the part pertaining to the provost and members of the Steering Committee. Member selection procedure therefore requires due consideration of the gender representation and the representation of science/arts groups (Article 53 paragraph 11).

However, the absence of gender responsive language in all documents included in the analysis bears mentioning. The Statute of the University of Sarajevo still does not use gender sensitive language. Rather, it states only that: "Grammatical male and female gender of terms in this Statute includes both genders" (Article 2). On the other hand, the Law on Gender Equality in Bosnia and Herzegovina provides that "discrimination in language occurs when one grammatical gender is used exclusively as a generic term" (Article 9, subparagraph e).

Article 11 of the Statute reads:

"(1) In its operations, the University seeks to achieve equal opportunities and treatment of all persons, free from any form of discrimination. Discrimination is any different action, including any exclusion, limitation or preference based on actual or perceived grounds, towards any individual or group of individuals and those who have family or other ties to them, on grounds of: their race, colour, language, religion, ethnicity, disability, age, national or social background, relationship to national minority, political or other belief, economic standing, membership in a union or other association, education, social status and sex, sexual orientation, gender identity, sexual characteristics and any other circumstances, with the purpose or the result of limiting or endangering the recognition, enjoyment or exercise of rights and freedoms to any individual equally to others.

(2) The University ensures equal treatment of all organizational units in the exercise of their authority, and equal opportunities and treatment of all staff of the University.

(3) In order to encourage full social integration and participation in the life of the community

of persons with disabilities, the University/organizational units undertake measures, in line with their capacities, to provide access to education to these categories of people.”<sup>11</sup>

While the UNSA Statute covers the issues of prohibition of discrimination on grounds of sex, sexual orientation, gender identity and sexual characteristics, the lack of clearly defined mechanisms to ensure and achieve equal access to education is obvious.

### 1.3.2 UNSA Code of Ethics

Pursuant to the **UNSA Code of Ethics**, the University of Sarajevo has zero tolerance policy to any form of harassment and abuse, on any grounds, including gender. At the session held on 29 September 2021, the UNSA Senate rendered a Decision on amendments to the Code of Ethics of the University of Sarajevo, which considerably extended Articles 12 and 13 of the Code, pertaining to the issues of harassment and sexual harassment. This is a testimony to UNSA’s commitment to countering and sanctioning any form of misconduct which constitutes gender based harassment or sexual harassment.

The University of Sarajevo also has a zero-tolerance policy towards any form of negative repercussions for persons who report abuse or harassment and who testify in proceedings against offenders who committed harassment or abuse. Article 3 of the Code of Ethics also reads as follows: “If some of the terms used in this Code pertain to natural persons, all terms in male grammatical gender should be construed as including female and vice versa (member, professor, student, etc.)”

Article 24 (Professional advancement) of the UNSA Code of Ethics provides as follows: “... If there are several candidates meeting the professional goals defined, the employment and promotion policy should duly consider using appropriate means of supporting the interests of the social group which is underrepresented in the given area. Any form of direct or indirect discrimination in the process of evaluation of the requirements for promotion and the promotion procedure itself is considered prohibited. ...”<sup>12</sup>

Ethical Council of the University of Sarajevo is a professional and advisory body of the University Senate, established for the purpose of consistent interpretation of the Code of Ethics, coordinating ethical committees of the members and directing the University towards the improvement of ethical standards.

At its session held on 8 March 2021, the Government of the Sarajevo Canton rendered a Decision on entry into force of the **Protocol on procedure in case of sexual and gender based harassment**, as a form of violence in the bodies of the administration, public companies, public

---

<sup>11</sup> UNSA website, UNSA Statute, <https://www.unsa.ba/sites/default/files/dodatak/2018-11/Statut%20Univerziteta%20u%20Sarajevu.pdf>

<sup>12</sup> UNSA website, UNSA Code of Ethics, <https://www.unsa.ba/sites/default/files/dodatak/2021-02/EK12.pdf>

institutions and legal persons founded by the Sarajevo Canton<sup>13</sup>, which includes UNSA. The Protocol seeks to prevent and sanction sexual and gender based harassment, and foresees the obligations of employers in relation to awareness raising among employees on the forms and consequences of harassment; and provides for the obligation to conduct an internal procedure in case of harassment.

It is very important to note that the Council for Gender Equality of the University of Sarajevo was established in October 2021, to prevent and counter gender based stereotypes, gender based violence, discrimination and sexual harassment, and to ensure the integrity of quality in higher education. The Council will play a very important role in the implementation of UNSA GEP.

The review of UNSA documents clearly shows that the University invested significant efforts to gender mainstream the key documents. The amendments to the Code of Ethics are particularly important, as the University sends a clear message that any form of discrimination, harassment and sexual harassment is prohibited, and will not be tolerated. The Code also encompasses reporting and ban on retribution, which is a very important step toward empowering the victims of harassment to report any misconduct.

### **1.3.3. Development Strategy of the University of Sarajevo**

The Development Strategy of the University of Sarajevo 2019 - 2023 in the part pertaining to the mission states that the University seeks to use its own reputation, decades of experience and tradition to create an inspiring, inclusive and attractive environment for learning, teaching, research and artistic work, which allows students, researchers and professors, as well as other stakeholders to practice critical thinking and understand the dynamics of global and local socio-economic, technical and technological and political processes, and sustainable and innovative solutions improving the quality of life for all. While this shows that the University of Sarajevo is committed to improving the situation for all, special attention should be paid to gender equality, in line with the instructions and guidelines of the European Commission, to include in research all the talent available at the University, in optimal way, and thus contribute to the development of UNSA and society at large.

**Development Strategy of the University of Sarajevo** covers the period 2019-2023. As one of the principles underlining it, the Strategy refers to inclusive approach, which implies, among other factors, equal gender representation. Gender equality is not mentioned or elaborated in the remaining parts of the Strategy. Gender equality should be an integral part of the next UNSA Development Strategy.

---

<sup>13</sup> UNSA website:

[protokol\\_o\\_postupanju\\_u\\_slucaju\\_seksualnog\\_i\\_spolno\\_zasnovanog\\_uznemiravanja\\_kao\\_oblika\\_nasilja\\_u\\_organima\\_uprave\\_javnim\\_preduzecima\\_javnim\\_ustanovama\\_i\\_pravnim\\_licima\\_ciji\\_je\\_osnivac\\_kanton\\_sarajevo.pdf](https://www.unsa.ba/protokol_o_postupanju_u_slucaju_seksualnog_i_spolno_zasnovanog_uznemiravanja_kao_oblika_nasilja_u_organima_uprave_javnim_preduzecima_javnim_ustanovama_i_pravnim_licima_ciji_je_osnivac_kanton_sarajevo.pdf) (unsa.ba)

### **1.3.4. Human Resources Strategy for Researchers of the University of Sarajevo - HRS4R Strategy**

University of Sarajevo received Excellence in Research award given by the European Commission to research institutions which invest additional efforts to improve working conditions for researchers in line with the *European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers*. The University of Sarajevo received the award in January 2019, and after a two-year implementation of the Human Resources Strategy for Researchers (HRS4R) and its Action Plan, the University was obliged to carry out an Internal Review for Interim Assessment and submit a Report on two-year implementation of the Action Plan of the Human Resources Strategy for Researchers (HRS4R) to the European Commission. The evaluators approved continuation of the use of the award over the next three years and emphasized a noticeable commitment of the University of Sarajevo to the HRS4R process. During the subsequent implementation of the revised Action Plan HRS4R (2021 - 2023), more attention should be paid, among other things, to the Open, Transparent and Merit-based Recruitment policy.

The Charter for Researchers defines the rights and duties of researchers and research institutions, or employers and funders of researchers, while the Code of Conduct for the Recruitment of Researchers provides for the recruitment procedures in terms of transparency and diversity of methods of assessment of researchers' proficiency and excellence. Documents encompass 40 principles grouped in 4 categories: ethical and professional career aspects, recruitment, working conditions and social security, and training or professional development.

In line with the activities adopted under the Action Plan of the HRS4R Strategy, the Science and Research Department (NIR) prepared the initiative for the introduction of the award "University of Sarajevo Women Excellence in Science Award". The initiative was put forward and adopted by the President's Collegium. According to the European policy documents, women's participation in research and promoting gender equality are vital for the strengthening of the competitiveness of the European research. More women included in research contributes to more researchers in the higher education and at research institutions, as well as to diverse perspectives in research programs; it promotes diversity and improves decision making, and contributes to creativity and innovation. The foregoing initiative is planned to be forwarded to the Science and Art Council of the University of Sarajevo.

HRS4R Strategy, and the findings of the gap analysis, are important sources which have consistently informed the University's strategic documents. The Strategy includes the criterion of gender-balanced representation and proposes activities for advancement of women researchers.

#### 1.4. Gender sensitive language

In November 2019, the Government of the Sarajevo Canton adopted the **Gender Action Plan of the Sarajevo Canton for the period 2019 - 2021, which plans** for the “harmonization of the Rulebook on acquiring and using academic titles, professional and research titles at higher education institutions in the area of the Sarajevo Canton”.

The deadline for the implementation of this activity is stated to be “the end of 2020”, and the progress indicator is defined as follows: “Academic titles, professional and research titles stated on diplomas, diploma supplements and other documents issued by the University of Sarajevo following the completion of the first, second and third study cycles, may be stated in male and female grammatical genders.”

On the other hand, back in early 2016, the Sarajevo Open Centre submitted a request to the Agency for Gender Equality to investigate the violations of the Law on Gender Equality in BiH, due to the failure of the University of Sarajevo to use gender sensitive language in the diplomas it issues upon the completion of the first, second and third study cycles, so that diplomas use exclusively male grammatical gender”.

In addition, there is a Recommendation for harmonization of the Rulebook on acquiring and using academic titles, professional and research titles at higher education institutions in the area of the Sarajevo Canton, an integral part of which is the List of academic titles.

Article 2 of the UNSA Statute (Grammatical considerations) reads as follows: “Grammatical male and female gender of terms in this Statute includes both genders.”<sup>14</sup> This sentence is used in the majority of UNSA official documents. On the University website, in addition to the title, name and surname of women, the position is always in female grammatical gender. Nevertheless, the UNSA website should clearly display the Instruction on the use of gender sensitive language, in order to ensure systemic use of such language across official, formal and informal correspondence.

#### 1.5. EU requirements/guidelines/principles in the area of gender equality

GEP UNSA was developed in line with the standards of the European Commission policy, which advocates for institutional promotion of gender equality.

European Commission Gender Equality Strategy 2020-2025 aims at “achieving gender-equal Europe, where gender based violence, gender discrimination and structural inequalities between women and men will be a thing of the past. Europe where women and men, girls and boys, in all their diversity, are equal.” In accordance with the principles of the Strategy, GEP UNSA includes key standards for the prevention of any type of gender-based violence or harassment; activities related to research; and establishing gender responsible policies and

---

<sup>14</sup> UNSA website, UNSA Statute, <https://www.unsa.ba/sites/default/files/dodatak/2018-11/Statut%20Univerziteta%20u%20Sarajevu.pdf>

measures; and the financing of activities to achieve progress in the area of gender equality.<sup>15</sup> In accordance with the standards established by the Strategy, GEP UNSA also foresees gender mainstreaming of all UNSA projects, programs and activities.

Moreover, GEP UNSA is harmonized with the Sustainable Development Goals:<sup>16</sup>

- SDG 4 - Quality of education
- SDG 5 - Gender Equality
- SDG 10 - Reduce inequality
- SDG 16 - Peace, justice and strong institutions
- SDG 17 - Strengthen partnerships

With reference to the requirements and standards of Horizon Europe program in the area of gender equality, GEP UNSA is compliant with the following criteria:

- UNSA's commitment to public promotion of GEP UNSA, which will be adopted, as a formal document, by the UNSA Senate and published on the UNSA website;
- Identifying the funds required to implement the activities foreseen in the GEP UNSA;
- Collecting and publishing gender-disaggregated statistical data;
- Defining indicators and verification means for the evaluation of the activities implemented;
- Delivering training for teaching staff, other staff and students on gender, harassment, sexual harassment, and gender bias in higher education.

---

<sup>15</sup><https://charter-equality.eu/the-charter/the-eu-and-gender-equality.html>

<sup>16</sup> [https://www.ba.undp.org/content/bosnia\\_and\\_herzegovina/bs/home/post-2015/sdg-overview.html](https://www.ba.undp.org/content/bosnia_and_herzegovina/bs/home/post-2015/sdg-overview.html)

## 2. Goals of GEP UNSA

Following the analysis and consultations, and in accordance with the key standards of the European Union, the following four key goals of GEP UNSA were identified:

**Goal 1: Improved gender equality in all areas of work of UNSA** - this includes plans for a survey of gender mainstreaming of curricula across all organizational units of UNSA, prevention of gender based discrimination among researchers/teaching staff of UNSA, introducing recommendations for the use of gender sensitive language and improving representation of both genders in decision making positions.

**Goal 2: Strengthened capacities of researchers and teaching staff, as well as other staff at UNSA to promote gender equality in the work of UNSA by developing training programs and delivering training** - this includes planned survey on the methods of including gender equality in the curricula and prevention and actions in cases of sexual and gender based harassment, in line with the Protocol on procedure in case of sexual harassment and violence in the bodies of the administration, public companies, public institutions and legal persons founded by the Sarajevo Canton.

**Goal 3: Gender mainstreaming in the work with UNSA students**, using the analyses of the enrolment statistics and scholarships, and development of special measures to remove inequality.

**Goal 4: Improved gender equality in research, arts and production of UNSA.** This goal is planned to be achieved by promoting gender balance among leaders of research and art projects, support to young researchers and artists in the context of work-life balance and promoting women as managers in research projects.

Goals, activities, indicators and verification means for implemented activities are listed in the Operative Plan of Implementation of the GEP UNSA. The Operative Plan also defines the responsible bodies for the implementation of the measure and the timeframe of implementation of respective activities. The Operative Plan includes sources of financing of individual activities, which is a prerequisite for the successful implementation of the GEP UNSA. The Plan will be implemented between January 2022 and December 2023.

**OPERATIVE PLAN OF THE GENDER EQUALITY PLAN OF THE UNIVERSITY OF SARAJEVO (GEP UNSA) FOR THE PERIOD 2022-2023**

ACTIVITY	IMPLEMENTATION TIMEFRAME/ QUARTERS (Q)	DEPARTMENT/BODY RESPONSIBLE FOR IMPLEMENTATION	INDICATORS	VERIFICATION MEANS	FUNDING	SOURCES OF FUNDING
<b>GOAL 1: IMPROVED GENDER EQUALITY IN ALL AREAS OF WORK OF UNSA</b>						
1.1. Conduct a review of the gender mainstreaming of the curricula of the Organizational Units of UNSA and define activities/priorities for the UNSA Strategy 2023-2027.	Q4 2022 Q4 2023	Department for teaching process and student affairs of UNSA, provosts for scientific and research work, Gender Equality Council of UNSA, quality departments of Organizational Units	Curricula of UNSA faculties reviewed  Activities/priorities for gender mainstreaming of the curricula of UNSA faculties defined  Activities included in the UNSA Strategy 2023-2027	Reviews of curricula  Proposed set of activities/priorities  UNSA Development Strategy 2023-2027	BAM 3,000	Donor funds

ACTIVITY	IMPLEMENTATION TIMEFRAME/ QUARTERS (Q)	DEPARTMENT/BODY RESPONSIBLE FOR IMPLEMENTATION	INDICATORS	VERIFICATION MEANS	FUNDING	SOURCES OF FUNDING
1.2. Conduct internal analysis of gender distribution of UNSA employees recipients of professional grants and applicants for professional development	Q2 2022	International Cooperation Department, CIR, NIR, HR Department	The analysis covers all UNSA employees recipients of grants and applicants for professional development	Findings of the analysis	Additional funds not needed	UNSA own funds
1.3. In accordance with the Human Rights Strategy for Researchers (HRS4R), conduct research on gender-based discrimination among research and teaching staff of UNSA and use its findings to inform the activities of UNSA Strategy 2023-2027.	Q1 2023	NIR, UNSA Gender Equality Council	The research involves UNSA teaching staff, active in the area of research  Defined activities are included in the UNSA Strategy 2023-2027	Research findings and defined activities  UNSA Strategy 2023-2027	BAM 4,500	Donor funds

ACTIVITY	IMPLEMENTATION TIMEFRAME/ QUARTERS (Q)	DEPARTMENT/BODY RESPONSIBLE FOR IMPLEMENTATION	INDICATORS	VERIFICATION MEANS	FUNDING	SOURCES OF FUNDING
1.4. Start the initiative for implementation of activities to improve equal representation of both genders in decision making positions at UNSA and Organizational Units	Q3 2022	UNSA President, Collegium of the President, HR Department, UNSA Gender Equality Council	Initiative developed Recommendations formulated  Improved gender equality in decision making positions by at least 15%	Initiative Recommendations  Appointment decisions in the period 2022-2023	Additional funds not required	UNSA own funds
1.5. Build a data base of experts, UNSA employees, for different areas of expertise in the context of gender equality	Q3 2022	HR Department, UNSA Gender Equality Council and Resource Centre	Data base of experts created and available, disaggregated by areas	Data base of experts	Additional funds not required	Regular budget funding/own revenue  Council/project
1.6. Promote and introduce the use of gender sensitive language in all segments of UNSA operations (titles, diplomas, official, formal and	2022-2023	UNSA General Secretary, UNSA Gender Equality Council	Guidelines on gender sensitive language developed	Guidelines on gender sensitive language	BAM 5,000	Council/project

ACTIVITY	IMPLEMENTATION TIMEFRAME/ QUARTERS (Q)	DEPARTMENT/BODY RESPONSIBLE FOR IMPLEMENTATION	INDICATORS	VERIFICATION MEANS	FUNDING	SOURCES OF FUNDING
informal correspondence, teaching process, research, etc.)			Gender sensitive language used for all titles and in all correspondence	Promotional materials designed Official, internal and external correspondence Use of gender sensitive professional titles of UNSA employees		
1.7. Work on enhancing the cooperation between UNSA and international and nongovernmental organizations dealing with issues of gender equality in the context of SDG17	Q1 2022 - Q4 2023	UNSA President, International cooperation department, UNSA Gender Equality Council	Cooperation established with potential partnering international and nongovernmental organizations	List of organizations with which cooperation has been established	Additional funds not required	Own revenue/donations

ACTIVITY	IMPLEMENTATION TIMEFRAME/ QUARTERS (Q)	DEPARTMENT/BODY RESPONSIBLE FOR IMPLEMENTATION	INDICATORS	VERIFICATION MEANS	FUNDING	SOURCES OF FUNDING
“Partnerships for the achievement of goals”			dealing with issues of gender equality	Reports on joint activities implemented		
<b>GOAL 1 TOTAL</b>					BAM 12,500	
<b>GOAL 2: STRENGTHENED CAPACITIES OF TEACHING STAFF, AS WELL AS OTHER STAFF AT UNSA TO PROMOTE GENDER EQUALITY IN THE WORK OF UNSA</b>						
2.1. Develop a Training Program to improve gender responsible practices at UNSA and in accordance with the program, deliver training to teaching staff and other staff of UNSA	Q2 2022 – Q4 2022 Q1 2023 Q3 2023	HR Department, NIR, UNSA Gender Equality Council in collaboration with relevant departments	Training program developed on the gender equality concept, gender bias, national and international obligations in the field of gender equality and use of gender sensitive language	Training program delivered to relevant departments and all faculties  Attendance sheets  Reports from trainings delivered	BAM 13,000	Donor funds

ACTIVITY	IMPLEMENTATION TIMEFRAME/ QUARTERS (Q)	DEPARTMENT/BODY RESPONSIBLE FOR IMPLEMENTATION	INDICATORS	VERIFICATION MEANS	FUNDING	SOURCES OF FUNDING
			4 one-day trainings delivered to at least 30 representatives of the teaching staff and other staff of UNSA			
2.2. Train UNSA teaching staff on methods of gender mainstreaming of curricula, programs and project proposals (by research areas)	Q3 2022 Q3 2023	Department for teaching process and student affairs of UNSA, provosts for teaching process at OUs, UNSA Gender Equality Council	Trainers selected and received support in developing training and education programs  2 trainings delivered, to at least 10% of the teaching staff of UNSA	Educational materials  Attendance sheets  Reports from trainings delivered	BAM 5,000	Donor funds

ACTIVITY	IMPLEMENTATION TIMEFRAME/ QUARTERS (Q)	DEPARTMENT/BODY RESPONSIBLE FOR IMPLEMENTATION	INDICATORS	VERIFICATION MEANS	FUNDING	SOURCES OF FUNDING
2.3. Deliver trainings to the teaching staff and other staff on the prevention and actions in cases of sexual and gender based harassment, in line with the Protocol on procedure in case of sexual harassment and violence in the bodies of the administration, public companies, public institutions and legal persons founded by the Sarajevo Canton	Q2 2022 Q1 2023	HR Department, UNSA Gender Equality Council	Teaching content and methods defined  Trainers selected and received support in developing training  2 trainings delivered to the teaching staff, other staff and students of UNSA.	Educational materials  Attendance sheets  Reports from trainings delivered	BAM 5,000	Donor funds
2.4. Organize campaigns on topics pertaining to gender equality and prevention of sexual and	Q3 2022 Q3 2023	UNSA Gender Equality Council in collaboration	Proposed campaign content prepared and campaign timeframes defined	Names, focus and content of campaigns	BAM 2,000	Donor funds (UNIGEM?)

ACTIVITY	IMPLEMENTATION TIMEFRAME/ QUARTERS (Q)	DEPARTMENT/BODY RESPONSIBLE FOR IMPLEMENTATION	INDICATORS	VERIFICATION MEANS	FUNDING	SOURCES OF FUNDING
gender based harassment in the context of UNSA operations		with relevant departments	Campaigns delivered on gender equality and prevention of sexual and gender based harassment in the context of academic work	Campaign reach		
<b>GOAL 2 TOTAL</b>					BAM 25,000	
<b>GOAL 3: GENDER MAINSTREAMING THROUGH WORK WITH STUDENTS AT UNSA</b>						
3.1. Conduct a gender analysis of the enrolment statistics of UNSA faculties and use the findings to inform measures to achieve greater gender equality	Q1 2023	Teaching process sector, UNSA Gender Equality Council, departments in Organizational Units, Committees	Analysis covers enrolment statistics in all UNSA faculties	Findings of the analysis	Additional funds not required	UNSA own funds

ACTIVITY	IMPLEMENTATION TIMEFRAME/ QUARTERS (Q)	DEPARTMENT/BODY RESPONSIBLE FOR IMPLEMENTATION	INDICATORS	VERIFICATION MEANS	FUNDING	SOURCES OF FUNDING
		for Quality in Organizational Units				
3.2. Conduct a gender analysis of recipients of student scholarships and use the findings to inform measures to achieve greater gender equality in that regard	Q1 2023	Teaching process sector, UNSA Gender Equality Council, departments in Organizational Units	The analysis covers recipients of student scholarships at all UNSA faculties	Findings of the analysis	Additional funds not required	UNSA own funds
<b>GOAL 3 TOTAL</b>					Additional funds not required	
<b>GOAL 4: IMPROVED GENDER EQUALITY IN RESEARCH AND ARTISTIC WORK AND PRODUCTION AT UNSA</b>						

ACTIVITY	IMPLEMENTATION TIMEFRAME/ QUARTERS (Q)	DEPARTMENT/BODY RESPONSIBLE FOR IMPLEMENTATION	INDICATORS	VERIFICATION MEANS	FUNDING	SOURCES OF FUNDING
4.1. Conduct the analysis of the gender balance among leaders of projects in science and arts, in relation to publication of works in high index journals	Q3 2022	International Cooperation and Projects Department, UNSA Council for Gender Equality, University Library	Gender distribution of authors of works in high index journals analysed and areas with obvious underrepresentation of publications of one of the genders mapped	Findings of the analysis	BAM 6,000	Donor funds
4.2. Develop a protocol/guidelines for gender mainstreaming in research	Q4 2022	Provost for research, CIR, NIR, UNSA Gender Equality Council	Protocol/guidelines containing implementation steps developed	Completed protocol/guidelines	Additional funds not required	Regular budget funding/UNSA own revenue
4.3. Developing of recommendations to ensure due consideration	2022- 2023	Sector for research work, Sector for arts, artistic and	Equality ensured in appointments of members of	Recommendations formulated	Additional funds not required	Regular budget funding/UNSA own revenue

ACTIVITY	IMPLEMENTATION TIMEFRAME/ QUARTERS (Q)	DEPARTMENT/BODY RESPONSIBLE FOR IMPLEMENTATION	INDICATORS	VERIFICATION MEANS	FUNDING	SOURCES OF FUNDING
of gender equality in appointments of members of evaluation bodies for research projects in science and arts		research work, culture and sports, CIR, NIR, UNSA Gender Equality Council	evaluation bodies for research projects in science and arts, in accordance with the Law on Gender Equality in BiH	Reports on the composition of evaluation bodies/ records		
4.4. Conduct survey on representation of women and men in research projects in science and arts, including managing positions	Q2 2023	Sector for research work, Sector for arts, artistic and research work, culture and sports, UNSA Gender Equality Council, councils for doctoral studies	Survey on representation of women and men in research projects in science and arts conducted, including the analysis of gender balance in managing positions  Results published	Survey results	BAM 3,000	Donor funds

ACTIVITY	IMPLEMENTATION TIMEFRAME/ QUARTERS (Q)	DEPARTMENT/BODY RESPONSIBLE FOR IMPLEMENTATION	INDICATORS	VERIFICATION MEANS	FUNDING	SOURCES OF FUNDING
4.5. Work towards increasing the number of student works, scientific publications and works of art with integrated gender perspective, by defining the status of gender sensitive research in arts and science.	2022- 2023	CIR, NIR, Provost for arts, artistic and research work, culture and sports, UNSA Gender Equality Council, Centres for doctoral studies	Constant promoting of gender perspective in master and doctoral theses, topics of research and art works in different areas	Published works, scientific publications and works of art  Reports on promotion and distribution of works and publications	Additional funds not required	Regular budget funding/UNSA own revenue
4.6. Advocate for support to young women scientists and artists during pregnancy and/or first year of motherhood and include maternity and parental leave as factors in the procedures of evaluation of research work, in order to prevent	2022	Presidency of UNSA, CIR, NIR, UNSA Gender Equality Council	As a result of advocacy, measures introduced at UNSA to ensure support to young women scientists and artists during pregnancy and/or first year of motherhood, within	Official reports, records on measures adopted	Additional funds not required	UNSA own funds

ACTIVITY	IMPLEMENTATION TIMEFRAME/ QUARTERS (Q)	DEPARTMENT/BODY RESPONSIBLE FOR IMPLEMENTATION	INDICATORS	VERIFICATION MEANS	FUNDING	SOURCES OF FUNDING
the consequences of the “motherhood wall”.			procedures of evaluation of research work			
<b>GOAL 4 TOTAL</b>					BAM 9,000	
<b>GEP UNSA TOTAL</b>					BAM 46,500	