



## STUDY OF THE CURRENT STATE

# ON YOUNG WOMEN ENTREPRENEURSHIP SUPPORT BOSNIA AND HERZEGOVINA

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List of Abbreviations

Abbreviation	Term
BiH	Bosnia and Herzegovina
BHAS	BiH Agency for Statistics
BAM	Bosnia and Herzegovina convertible mark
BEEPS	Business Environment and Enterprise Performance Survey
CEFTA	Central European Free Trade Agreement
EU	European Union
FBiH	Federation of Bosnia and Herzegovina
GDP	Gross Domestic Product
RS	Republika Srpska
SEBS	School of Economics and Business Sarajevo
SoC	Study of Current State
YWE	Young Women Entrepreneurs

## Executive Summary

The Study of Current State (SoC) in Bosnia and Herzegovina analyses and synthesizes the state of the art when it comes to young women entrepreneurship. It uses four various methodological anchors to describe the situation and derive policy implementations and conclusions: (1) analysis of secondary data, available from different national and international institutions, (2) quantitative research results (based on the survey with young women willing to start or already running own business, aged 15 to 34), (3) qualitative research based on interviews with the key stakeholders; and (4) interview-based case studies/biographies.

Main conclusions, triangulated by different methods, are as follows:

- Complex organization of Bosnia and Herzegovina hampers systematic and planned development of young women entrepreneurship as well as policy initiatives;
- There are no adequate data (statistics) that would provide more insights into the current state of engagement of women entrepreneurs;
- Despite complex organization, there are several important initiatives that support women in self-employment and in their entrepreneurial endeavors – those initiatives are usually at the lower levels of governments, mostly local, and then at the level of the canton and/or entity level;
- National culture is not supportive for women entrepreneurs and even if the situation is changing, the process of change is slow;
- Successful women entrepreneurs are always underlying family support as the most important driver of their success;
- The most important barriers, as identified in primary study are: difficulty in accessing finance, high corruption and weak economic environment;

Policy makers should be concerned with:

- Changing the legal framework and enabling entrepreneurs to have similar conditions for starting a company as in other surrounding and/or European countries;
- Creating a centralized platform related to startups;
- Starting concrete projects and transferring best practices from the region;
- Creating a strong network of mentors - supporting the organisations (accelerators & incubators) who are already building those networks;
- Focus on both women in cities, as well as women in rural areas;

## 1. Introduction

Bosnia and Herzegovina (to be referred to as BiH from herein) is administratively divided into two entities: The Federation of Bosnia and Herzegovina (FBiH) and the Republika Srpska (RS) and one self-governing unit - Brčko District. There is limited economic integration between the entities. On a global scale, BiH is at the bottom of various countries ranking indexes.

Unemployment in BiH is very high, to 25.4% of the working population (ILO, 2017) - 450.392 persons are registered as unemployed (the Agency for statistics of BiH, 2018). Unemployment among young people is almost 60% (Culkin and Simmons, 2018). The share of the female population as registered unemployed amounted to 55.5% or in absolute terms 250.178 females (the Agency for statistics of BiH, 2018). The most inactive inhabitants are women, and as a reason for inactivity, 334 thousand women state that they are housewives (Report on Social Inclusion of BiH, 2017). Women constitute 50.94% of BH population, but only 33.5% of women over 15 are employed (Culkin and Simmons, 2018). Young women thus represent a large pool of entrepreneurial potential in BiH. Besides, given the limited opportunities for employment in a transitional economy such as BiH, entrepreneurship is an excellent way of employing and reducing unemployment.

Therefore, a central question that arose when considering the entrepreneurial potential of young women was what factors determined entrepreneurial intention and success among youth in BiH. Thus, the objective of this study is to examine the current state of the young woman entrepreneurship in BiH and to identify key drivers and motivations, as well as obstacles and barriers of entrepreneurial activity. The available literature and research give explanations to this issue highlighting the impact of the personality traits on the entrepreneurial intention and the success of the entrepreneurial attempt. However, a vast array of social, cultural, political, economic, and demographic factors surrounds the person, and personality traits cannot be taken as the only explanation of entrepreneurial intention. In this regard, the main aims of the study are:

1. To offer a general presentation of the BiH economy and the business environment through relevant economic and business demography indicators.
2. To present, if there is any, young entrepreneurs or female entrepreneurs related policy, strategy, an action plan on national and/or other governmental levels (specific instruments/measures for women entrepreneurship and how successful they are; specific tax incentives for women entrepreneurship etc.)
3. To identify the main characteristics of women entrepreneurship in BiH.
4. To identify the main barriers of young female entrepreneurs in BiH.
5. To identify the main needs of young female entrepreneurs in BiH.
6. To identify challenges connected to youth women entrepreneurs and policies aimed to deal with them.
7. To identify main opportunities to support young women entrepreneurs in BiH.

BiH suffers from a brain drain problem that is reflected in the large emigration of young and highly educated people who have skills and knowledge but cannot find jobs in BiH. Stimulating interest in a self-employment career among young people can stop the emigration trend and

help to strengthen the country's economy. For this reason, this study is of particular importance to BiH society as a whole.

## 2. Methods

The SoC has been prepared in two steps. During the first step, School of Economics and Business Sarajevo (SEBS) team conducted a survey among the young women willing to start or already running their own business, in order to get the better understanding of their needs and barriers they face in business. Alongside, SEBS team conducted interviews with the main stakeholders and universities, business, civil society, and local authorities. In the second step, SEBS has provided a country overview on the young women entrepreneurs (YWE) presenting existing national statistics, as well as analyses of the existing documents and strategic documents tackling this problem.

The report synthesizes the findings of the following activities:

### **1) Analysis of secondary data, available from different national and international institutions**

All available relevant documents and reports are used to offer a general presentation of the BiH economy and the business environment as well as young entrepreneurs or female entrepreneurs related policy. First, data available from the Agency for statistics of BiH and other relevant national institutions (such as ministries and other governmental institutions) are used. It is important to note that much statistical data on the performance of the business system are not systematically collected or analyzed by national institutions. Then, the study analyzes secondary data derived from the relevant international institutions such as the World Bank, EUROSTAT, OECD, British Council, etc. In other words, this activity is about desk research of the existing and available administration data relating to the targeted age/sex group.

### **2) Quantitative research based on the survey with young women willing to start or already running own business, aged 15 to 34**

The main objective of a survey among the young women willing to start or already running own business is to indicate their needs and barriers they face in business and/or entrepreneurial attempt. To collect data, a questionnaire was used that consisted of 19 questions divided into six groups. In the first group, control questions were presented related to gender, the age of respondents, and the country from which she comes. The second group of questions related to the entrepreneurial status of the respondents and the company information that the respondent possibly owns. In the third part, motivations and obstacles to entrepreneurship were examined, while the fourth part was about entrepreneurial self-efficacy. The fifth part concerned country cultural and normative profiles as potential facilitators of entrepreneurship. The fifth group aimed to identify the primary needs of young female entrepreneurs and the main opportunities to support young women entrepreneurs. Questions in the sixth group were related to the demographic data of the respondents.

Data collection was carried out using the online software LimeSurvey. Invitation for participation in the research was distributed by e-mail, and the invitation letter consisted the link to the online survey.

### **3) Qualitative research based on interviews with the key stakeholders**

The interviews were conducted to understand the main characteristics of women entrepreneurship in BiH better. The aim of the interviews is fourfold:

1. To perform mapping, evaluation and benchmarking of the current situation as well as the assessment of potential obstacles faced by youth women entrepreneurs and assessment of instruments and measures to overcome them;
2. To reveal local discourses concerning youth, entrepreneurship and women entrepreneurship;
3. To map the existing policies (measures and activities) focusing on youth, women, and entrepreneurship; and
4. To find out what kind of data is collected and used by the national actors to measure youth women entrepreneurship.

This activity was carried out in three phases. First, a selection of six key stakeholder groups for interviews was conducted: non-institutional regional authority, institutional regional authority, educational system representative, business support organization representative, regional/national/international NGO representative, and employment services representative. Each interview with a stakeholder included seven major themes:

1. The description of the organization and interviewed person.
2. Perspective on the regional developmental pathways in the area of youth, women entrepreneurship: past, present, and future.
3. Challenges, policies, projects, and programmes related to entrepreneurship, and in particular young women entrepreneurs.
4. Data on youth women entrepreneurs in the country (existent and possible data sources/databases, data needs).
5. Perspective on how youth women entrepreneurship matters in the action fields of the organization.
6. Organizational engagement (how the organization the interviewed person represents is affected by youth challenges, in particular, employment).
7. Recommendations

The average interview time was approximately 30 minutes. For each interviewee, proof of an interview was prepared, as well as an individual summary of the interviews. After collecting all the interviews and creating all the summaries, interview findings summary was prepared.

### **4) Interview-based case studies/biographies**

In order to give the YWE the possibility to present them and to enhance the portrait provided by the observation of the statistical data or the interviews with the stakeholders, the short description of young women entrepreneurs, their motivation and the needs they were or are still facing are prepared. This is presented in the form of interview-based case studies/typical biographies. Each interview with a young women entrepreneur included four themes:

1. The description of the interviewed person;
2. About her entrepreneurial attempt;
3. Resume;
4. Recommendations;



The results of all these activities are presented in the chapters below.

## 3. Bosnia and Herzegovina

### 3.1. General presentation of the country

The total population in BiH was estimated at 3.5 million people in 2017, according to the latest Census figures<sup>1</sup> conducted by Agency for statistics of Bosnia and Herzegovina (2016). Looking back, in the year of 1960, BiH had a population of 3.2 million people. In period 2008 – 2012 BiH had negative natural growth, with the exception in 2008, when the natural increase of population was positive, which means in that year ratio between births and deaths was in favor of newly borne by 150. In 2012, 3,270 more people died than it was born. The latest data (Figure 1) shows that average age of population in BH is 38.6-40.8. Furthermore, 69% of women have secondary school-level education or less, as per data from 2011 (Figure 2).

Figure 1: Average age of population according to the Household Budget Survey in BiH in 2004, 2007 and 2011

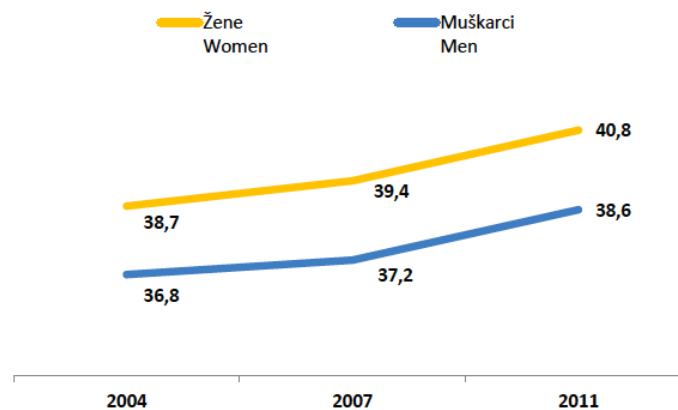
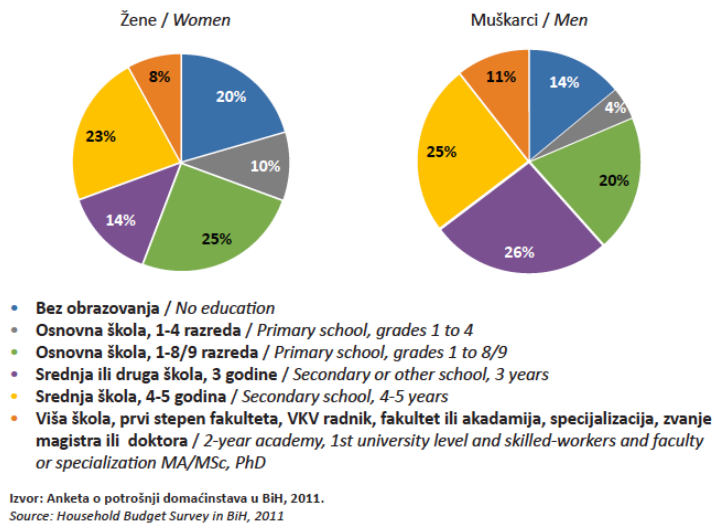


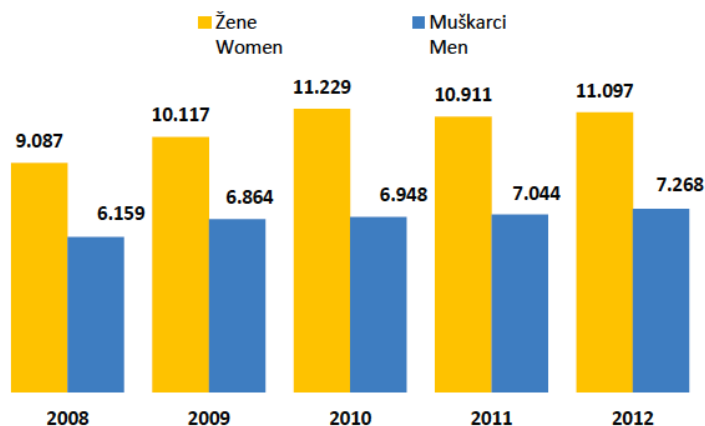
Figure 2: Distribution of population aged 6 and over by education level in 2011

<sup>1</sup> All data in Chapter 3 are based on official result of The census of population, households and dwellings in Bosnia and Herzegovina available at: <http://www.popis.gov.ba/popis2013/knjige.php?id=0>



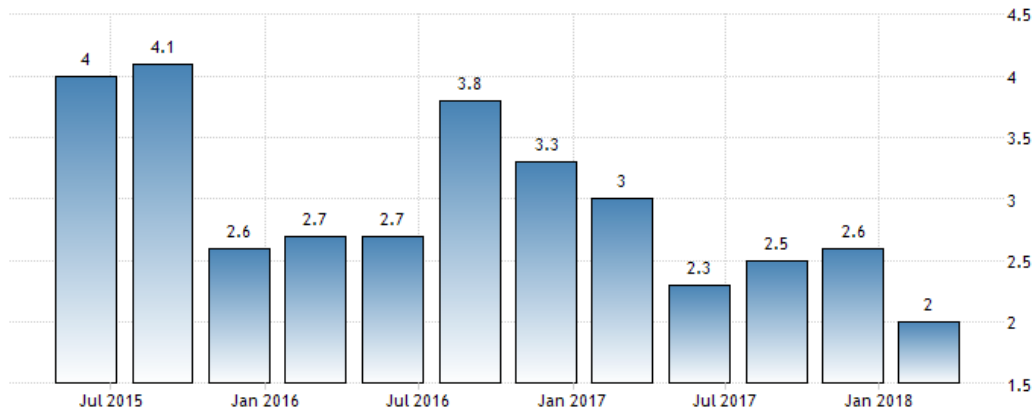
More women currently attend university than men (Figure 3), and their rates of enrollment are growing faster than their male counterparts. Women with higher rates of education [also have higher labor force participation rates](#). This suggests that returns on education are high, but also that rural women are being left behind in a large way. Women continue to outnumber men in the study of education, arts and humanities, social sciences, law, and medicine, while traditionally ‘masculine’ areas of study like engineering and hard [sciences remain dominated by men](#). Though more women than men obtain undergraduate and master’s degrees, men outnumber women when it comes to PhDs.

Figure 3: Graduated students



Since 2013, BiH has posted positive economic growth, though severe flooding hampered recovery in 2014. GDP Annual Growth Rate in BiH averaged 1.73 percent from 2004 until 2018 (Figure 4), reaching an all-time high of 6.40 percent in the third quarter of 2011 and a record low of -6.70 percent in the fourth quarter of 2009.

Figure 4: BiH GDP Annual Growth Rate



SOURCE: TRADINGECONOMICS.COM | BOSNIA AND HERZEGOVINA AGENCY FOR STATISTICS (BHAS)

The GDP per capita in BiH (Figure 5) was last recorded at 5,561.29 US dollars in 2017. The GDP per Capita in BiH is equivalent to 44 percent of the world's average. GDP per capita in BiH averaged 3,710.27 USD from 1994 until 2017, reaching an all-time high of 5561.29 USD in 2017 and a record low of 698.56 USD in 1994.

Figure 5: BiH GDP per capita



SOURCE: TRADINGECONOMICS.COM | WORLD BANK

Consumer Price Index CPI in BiH (Figure 6) averaged 102.06 Index Points from 2010 until 2018, reaching an all-time high of 106.78.

Figure 6: BiH Consumer Price Index (CPI)



Competitiveness Index in BiH (2017-2018 Global Competitiveness Report published by the World Economic Forum) averaged 3.75 Points from 2007 until 2018, reaching an all-time high of 4.01 Points in 2014 and a record low of 3.52 Points in 2010 (Figure 7).

Figure 7: BiH Competitiveness Index



BiH scored 38 points out of 100 on the 2017 Corruption Perceptions Index (Figure 8) reported by Transparency International. Corruption Index in BiH averaged 34.60 Points from 2003 until 2017, reaching an all-time high of 42 Points in 2012 and a record low of 29 Points in 2005.

Figure 8: BiH Corruption Index



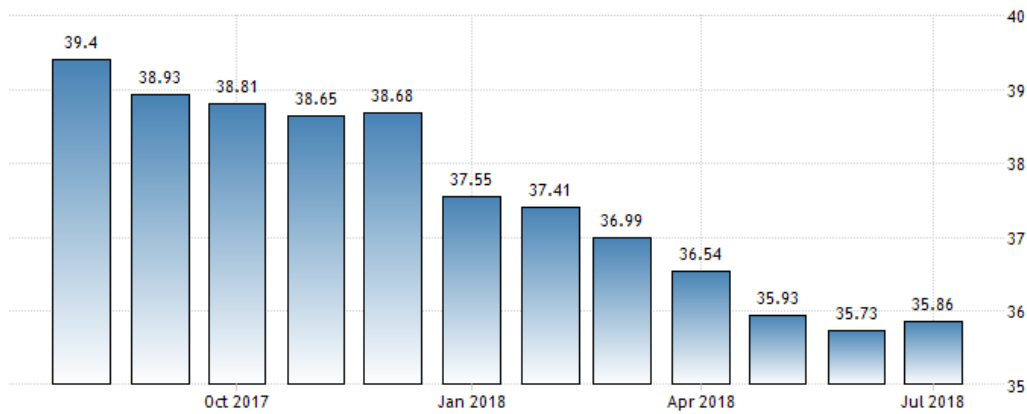
In Table 1, economic forecasts for BiH is presented, for the next four quarters and short-term market predictions for the next release affecting the BiH economy.

Table 1: Economic forecasts for BiH 2018-2020

Overview	Actual	Q4/18	Q1/19	Q2/19	Q3/19	2020	
<a href="#">GDP Growth Rate</a>	1.00	0.6	0.5	0.4	0.6	0.5	percent
<a href="#">Unemployment Rate</a>	35.86	37	36	36	35.9	30	percent
<a href="#">Inflation Rate</a>	1.80	1.6	1.7	1.8	1.9	2	percent
<a href="#">Interest Rate</a>	3.69	4.25	4.5	4.5	5	5.5	percent

High unemployment (Figure 9) remains the most serious macroeconomic problem. Unemployment rate in BiH increased to 35.86 percent in July from 35.73 percent in June of 2018. Unemployment rate in BiH averaged 42.35 percent from 2007 until 2018, reaching an all-time high of 46.10 percent in February of 2013 and a record low of 35.73 percent in June of 2018.

Figure 9: BiH Unemployment rate



SOURCE: TRADINGECONOMICS.COM | BOSNIA AND HERZEGOVINA AGENCY FOR STATISTICS (BHAS)

BiH has one of Europe’s highest unemployment rates, with especially high youth unemployment at 58% in 2016, and higher unemployment rate for women than man. Further, there is a sizeable grey economy (estimates range at about 30-50% of GDP).

The informal economy is very large in BiH, as evidenced in the discrepancies between registered unemployment figures and unemployment as defined by ILO. It is estimated that almost one-third of all employed people do not pay pension or health insurance, also indicative of a substantial informal economy. Depending on the source of data and methods applied, informal economic activity is estimated to account for 30-50 per cent of the country’s GDP. Much of this can be ascribed to the legacies of the plunder that began in the 1992-1995 war and the physical destruction of factories and infrastructure – something most other post-Yugoslav states did not experience. Labor Force Survey (2012) indicated that employment rate of females in 2012 was only 22.6% (Table 2 and Figure 10).

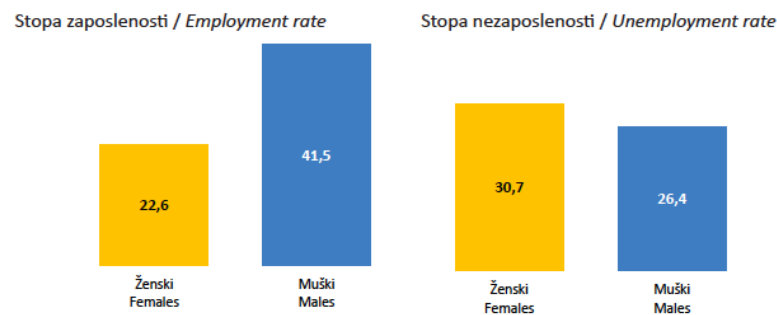
Table 2: Principal population characteristics by activity and sex

	Ukupno / Total		Ženski / Females		Muški / Males	
	2011	2012	2011	2012	2011	2012
<b>Stopa aktivnosti</b> Activity rate	44,0	44,0	32,8	32,6	55,9	56,4
<b>Stopa zaposlenosti</b> Employment rate	31,9	31,7	23,0	22,6	41,3	41,5
<b>Stopa nezaposlenosti</b> Unemployment rate	27,6	28,0	29,9	30,7	26,1	26,4
<b>Učešće stanovništva ispod 15 godina</b> Share of population under 15 age	16,2	15,5	15,5	14,5	17,0	16,6
<b>Učešće stanovništva starog 15-64 godine</b> Share of population 15-64 age	67,5	67,4	66,1	66,4	68,9	68,6

Izvor: Anketa o radnoj snazi, 2012.  
Source: Labour Force Survey, 2012

Women make up 62% of the 'inactive labor force, many of whom are housewives or [unpaid family workers](#). Women are also 68% of those registered as employed in family business without a regular wage. Many women are not encouraged to join the labor market at all, and these women are not counted in the unemployment rate.

Figure 10: Measures of the activity of the population by age groups and sex in 2012



Izvor: Anketa o radnoj snazi, 2012.  
Source: Labour Force Survey, 2012

In terms of the structure of employment, it is indicative that self-employment of women is very low, only 18.6 % in 2012 (Table 3), while it is 25.1% for men.

Table 3: Structure of persons in employment by employment status



(%)

	Ukupno / Total		Ženski / Females		Muški / Males	
	2011	2012	2011	2012	2011	2012
<b>Zaposlenici</b> <i>Employees</i>	74,7	72,6	74,4	72,4	74,9	72,7
<b>Samozaposlenici</b> <i>Self-employed persons</i>	20,0	22,7	15,3	18,6	22,8	25,1
<b>Neplaćeni pomažuci članovi</b> <i>Unpaid family workers</i>	5,2	4,7	10,3	9	2,3	2,2

Izvor: Anкета o radnoj snazi, 2012.  
Source: Labour Force Survey, 2012

Major institutions relevant from the perspective of “women in business” that make up the policy framework are:

- Under the Law on Gender Equality and by a Decision of the Council of Ministers of BiH the Gender Equality Agency of BiH was established within the Ministry for Human Rights and Refugees
- The Gender Centre of the Federation of BiH
- Gender Centre of RS
- The Committee for Gender Equality of the House of Representatives of the Parliamentary Assembly of BiH.
- The Committee for Gender Equality of the House of Representatives of the Parliament of the Federation of BiH.
- The Committee for Gender Equality of the House of the Peoples of the Parliament of the Federation of BiH.
- The Equal Opportunities Board of the People’s Assembly of RS
- The committees/boards for gender equality of the cantonal assemblies and cantonal governments.
- The city councils/city assemblies of the cities of Sarajevo and Mostar
- Committees for gender equality of municipal councils/municipal assemblies and the offices of municipal mayors established in more than 95% of municipalities.
- Committee for Gender Equality of Brčko District of BiH.
- Persons nominated for gender issues in state administration bodies.

### **3.2. National economic development**

BiH is a transitional economy with limited market reforms. The economy relies heavily on the export of metals, energy, textiles, and furniture as well as on remittances and foreign aid.

A highly decentralized government hampers economic policy coordination and reform, while excessive bureaucracy and a segmented market discourage foreign investment. The economy is among the least competitive in the region. Foreign banks, primarily from Austria and Italy, control much of the banking sector. The *konvertibilna marka* (convertible mark, BAM or KM) - the national currency introduced in 1998 - is pegged to the euro through a currency board arrangement, which has maintained confidence in the currency and has facilitated reliable trade links with European partners (1 EUR = 1.95530 BAM).

BiH became a full member of the Central European Free Trade Agreement (CEFTA) in September 2007. Successful implementation of a value-added tax in 2006 provided a steady source of revenue for the government and helped rein in gray-market activity, though public perceptions of government corruption and misuse of taxpayer money has encouraged a large informal economy to persist. National-level statistics have improved over time, but a large share of economic activity remains unofficial and unrecorded. Main and export and import sectors are given in Figure 11 and Figure 12.

Figure 11: BiH Exports by Category

Furniture, Lighting Signs, Prefabricated Buildings	Machinery, Nuclear Reactors, Boilers	Articles of Iron or Steel	Electrical, Electronic Equipment	Iron and Steel	Plastics
10%	6.4%	5.3%	5.2%	4.2%	3.1%
Mineral Fuels, Oils, Distillation Products	Footwear, Gaiters and the Like,	Vehicles Other Than Railway, Tramway	Animal, Vegetable Fats and Oils, Cleavage	Raw Hides and Skins (Other Than Furkins) and Leather	Miscellaneous Chemical Products
8.3%	6.2%	2.9%	1.5%	0.99%	0.77%
Wood and Articles of Wood, Wood Charcoal	Aluminum	Articles of Apparel, Knit or Crocheted	Articles of Apparel, Knit or Crocheted	Dairy Products, Eggs, Honey, Edible...	Beverages, Spirits and Vinegar
6.9%	5.9%	2.7%	1.4%	0.63%	0.61%
	Inorganic Chemicals, Precious Metal Compound, Isotope	Paper and Paperboard, Articles of Pulp, Paper and Board	Commodities Not Specified According to Kind	Tea, Coffee, Spices, Resins, etc.	Iron ores, concentrates
	5.5%	2.0%	1.4%	0.51%	0.42%
		Arms and Ammunition, Parts and Accessories	Edible Fruits, Nuts, Peel of Citrus Fruit, Melons	Iron ores, concentrates	Iron ores, concentrates
		1.8%	1.3%	0.49%	0.36%
			Pharmaceutical Products	Zinc	Iron ores, concentrates
			1.2%	0.45%	0.35%

Figure 12: BiH Imports by Category

Mineral Fuels, Oils, Distillation Products	Electrical, Electronic Equipment	Articles of Iron or Steel	Wood and Articles of Wood, Wood Charcoal	Miscellaneous Edible Preparations	Meat and Edible Meat Offal	Furniture, Lighting Signs, Prefabricated Buildings	Cereals	Rubbers	
		2.8%	1.4%	1.4%	1.4%	1.3%	1.3%	1.3%	
14%	6.2%	Raw Hides and Skins (Other Than Furskins) and Leather	Articles of Apparel, Not Knit or Crocheted	Copper	Essential Oils, Perfumes, Cosmetics, Toiletries	Inorganic Chemicals, Precious Metal Compound, Isotope	Optical, Photo, Technical, Medical Apparatus	Cereal, Flour, Starch, Milk Preparations and Products	Edible Fruits, Nuts, Peel of Citrus Fruit, Melons
		2.0%	1.3%	1.2%	1.2%	1.2%	1.2%	1.1%	1.1%
Machinery, Nuclear Reactors, Boilers	Plastics	Beverages, Spirits and Vinegar	Raw Hides, Wastes of Food Industry, Animal Feedstuffs	Tanning, Dyeing Extracts, Tannins, Derivatives	Glass and Glassware	Oil Seed, Oleag. Fruits, Grain, Seeds, Fruits	Coffee, Tea, Mate and Spices	Nonferrous Metals	Meat, Fish and Seafood Preparations
		1.8%	0.99%	0.90%	0.66%	0.65%	0.65%	0.58%	0.58%
7.8%	5.2%	Footwear, Gaiters and the Like,	Sugars and Sugar Confectionery	Soaps, Lubricants, Waxes, Candles, Moulding Pastes	Salt, Sulphur, Earth, Stone, Plaster, Lime and Cement	Marmalade	Knitted or Crocheted Fabric	Marmalade	Iron, Ferroalloy, Cast Iron, Steel, Other Iron and Steel
		1.8%	0.98%	0.85%	0.57%	0.57%	0.56%	0.51%	0.49%
Vehicles Other Than Railway, Tramway	Iron and Steel	Paper and Paperboard, Articles of Pulp, Paper and Board	Miscellaneous Articles of Base Metal	Cocoa and Cocoa Preparations	Miscellaneous Iron, Nonferrous Metals, Iron, Castings	Preparations of Fruit, Not Food Preparations	Cotton	Zinc	Tin
		1.8%	0.94%	0.84%	0.48%	0.41%	0.34%	0.29%	0.25%
6.9%	3.1%	Aluminum	Articles of Apparel, Knit or Crocheted	Dairy Products, Eggs, Honey, Edible Products	Live Animals	Fertilizers	Special Iron or Steel	Other Iron and Steel	Lead
		0.90%	0.90%	0.82%	0.46%	0.40%	0.24%	0.24%	0.23%
Pharmaceutical Products	3.0%	Animal, Vegetable Fats and Oils, Cleavage Products	Miscellaneous Chemical Products	Articles of Leather, Animal Gut, Hides, Tanned Skins	Miscellaneous Chemicals	Other Metals, Metals, Alloys, Metal	Other Metals, Metals, Alloys, Metal	Other Metals, Metals, Alloys, Metal	Other Metals, Metals, Alloys, Metal
		1.4%	0.90%	0.68%	0.79%	0.41%	0.37%	0.37%	0.37%

Gender wage gap in BiH is the worst in Europe, with women making only [54% of what men make](#). In a 2015 assessment of gendered wage disparities, a World Bank report [advances the claim](#) that “social values in BiH remain conservative with most men and women expressing traditional perceptions of gender roles.” The report claims that post-war laws and institutional measures aimed at gender equality “not yet been fully successful at creating different attitudes towards women and their traditional role in society,” pointing to patriarchal values and the remnants of the communist order as key obstacles to the development of women’s rights and prospects in general.

In BiH it is quite common for women’s role in the family to be considered as her primary responsibility. Household tasks are perceived to be a women’s obligation and take priority over paid employment. Though notoriously difficult to calculate, the 2016 Bosnian Labor Force Survey shows that women do 67.9% of the unpaid household work, including agricultural labor, which has become more important in the absence of industry. The gender wage gap (and the unemployment rate) would undoubtedly be much higher if ‘inactive’ and unpaid women who work in the home and in agriculture were factored into it.

## 4. Female entrepreneurship in quantitative perspective

### 4.1. Country's enterprise statistics

In BiH there are 33,718 active enterprises that submitted financial reports for last year (BHAS, 2018). The classification of enterprises by turnover shows that 90.6% of enterprises generate the turnover less than 2 million EUR annually, 6.0% of enterprises generate turnover between 2 and 10 million EUR, and only 1.6% of enterprises have turnover of 10 million EUR and more. For 1.8% of active enterprises, data on turnover are not available (BHAS, 2018c). According to (BHAS, 2018b) in August 2018, the average monthly gross earning per person in employment in legal entities in BiH amounted to 706 EUR. Labor cost survey states that average monthly labor costs per employee in BiH, for 2016, were 855 EUR (BHAS, 2018a). The highest share in labor costs have costs for wages and salaries 91,5%. According to the NACE Rev. 2 classification the highest monthly labor costs per employee were recorded in sections: financial and insurance activities 1,453 EUR, electricity, gas, steam and air conditioning supply 1,430 EUR and the lowest in sections: accommodation and food service activities 515 EUR and construction 580 EUR.

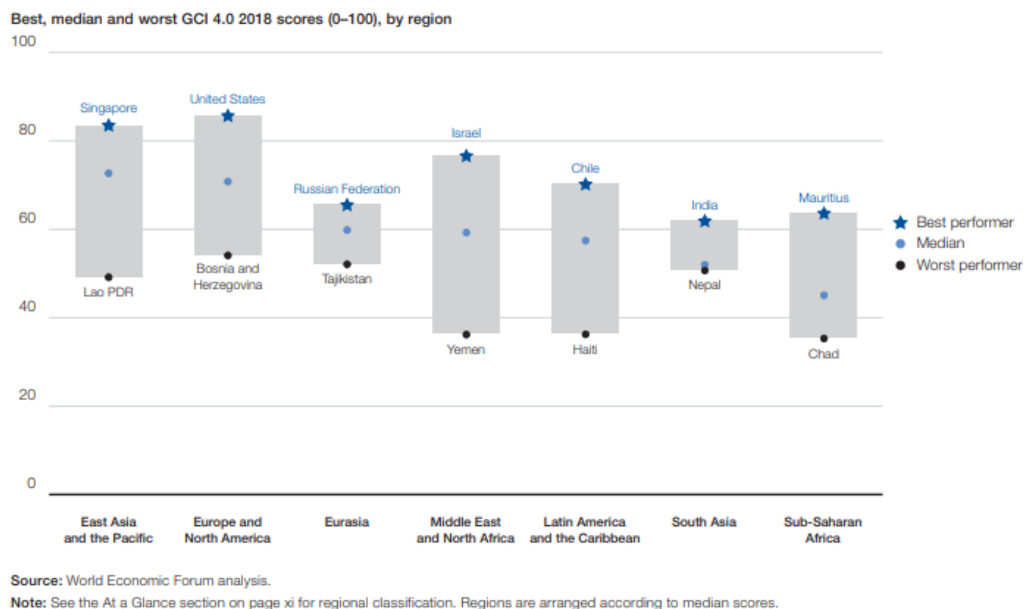
Due to the fact that data for BiH is not available in recent OECD report concerning basic business demography indicators, we have managed to gather, from the available publications, numbers related to these indicators in following text. Lack of relevant statistics in this field also represents one of the important issues since it is not possible to make adequate comparisons with other countries.

Most recent report related to number of births of enterprises shows that there are 2,267 new enterprises for the first six months of this year. If we analyze reports from previous year we can detect a slight increase in the number of newly established enterprises in our country (2015: 1,826; 2016: 2,259; 2017: 2,267).

*Secondary data for BiH related to basic business demography indicators, derived business demography indicators and structural business statistics: annual regional enterprise statistics are not available for BiH.*

A highly decentralized government hampers economic policy coordination and reform, while excessive bureaucracy and a segmented market discourage foreign investment ("Bosnia and Herzegovina Economy Profile 2018," 2018). According to the recent Global Competitiveness Report, BiH economy is among the least competitive in the region which can be seen in the Figure 13 as well as in selected indicators below.

Figure 13: Competitiveness gap within regions



Source:

<https://weforum.ent.box.com/s/er29f1f48pfph8dkurbv30a2ag83bsu4/file/332638540420>

BiH has really complicated and time-consuming process for starting business. Additionally, if we consult recent World Competitiveness Report we can see that our country, according to the indicators relevant to this project, is unfavorably ranked (Schwab, 2018):

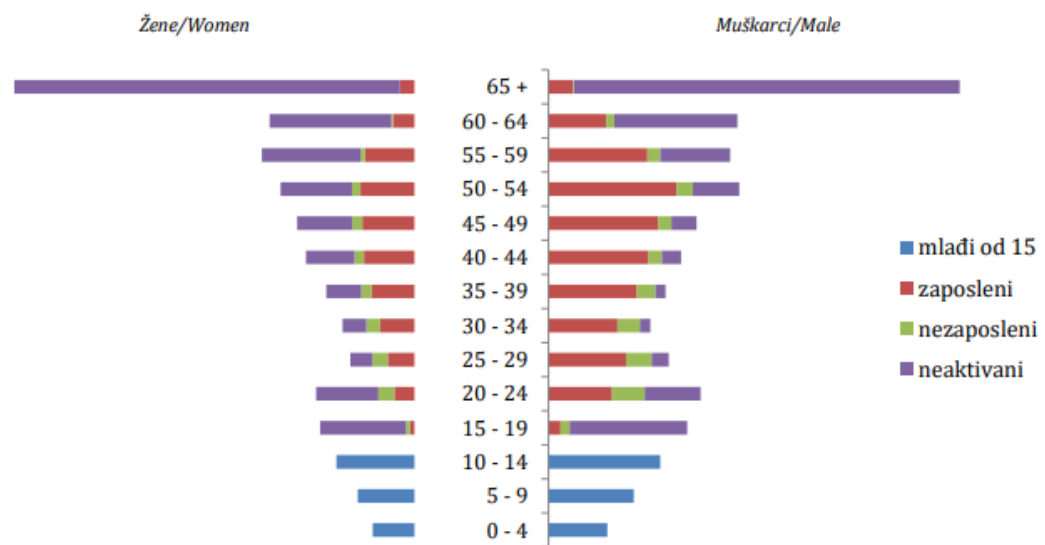
- Female participation in labor force – rank 104/140
- Time to start a business – rank 134/140
- Attitudes toward entrepreneurial risk – rank 103/140
- Growth of innovative companies – rank 128/140
- Innovation capability – rank 114/140
- Quality of vocational training – rank 129/140
- Efficiency of legal framework in challenging regulations – rank 137/140

## 4.2. Active population by Labor Force Survey

According to Labor Force Survey 2018 (BHAS, 2018), labor force in BiH numbered 1,007,902 persons and there were 1,387,837 inactive persons. Among the labor force there were 822,446 persons in employment and 185,465 unemployed persons.

The unemployment rate reported by the labor force survey was 18.4% (17.2% for men and 20.3% for women). Unemployment rate was the highest among young persons aged 15 to 24 years and it was 38.8% (35.4% for men and 45.5% for women). 16.91% of them is unemployed less than one year and 78.97% more than one year. Detailed data are presented on Figure 14 below. Report also presents the structure of persons in employment by status. Persons in paid employment present by far the largest share 78.6%. The share of self-employed persons is 17.6% and unpaid family workers was 3.7%.

Figure 14: Population by sex and age groups



The educational structure of persons in employment shows that the 68.2% persons have finished the secondary school, followed by persons who have graduated from college, university or have postgraduate degrees 16.9% and persons who finished the basic or lower education 14.8%. Additional information derived from this report is related to the structure of persons in employment by sectors of activity. It shows that 52.1% of them worked in services, then in industry and construction 32.1% and 15.7% in agriculture, forestry and fishing.

### ***4.3. Results of the Survey***

Survey with an aim to identify the main motives, opportunities and barriers of young female entrepreneurs in BiH was conducted from September 1 to mid-October 2018 among young women entrepreneurs and would be entrepreneurs, aged 15-34 in BiH through LimeSurvey tool. Respondents are identified through convenience sampling method by distribution of survey via email and social media. We collected 255 respondents from BiH with the average age of 23. Only 7% of our respondents already started their own business. Among non-entrepreneurs 44% of them definitely consider becoming one. 51% of them are not sure and only 5% would not consider trying and be an entrepreneur.

Project objective was to identify motives for starting and/or develop business. We were able to draw the most important drivers for starting a business: a personal satisfaction and fulfillment of dreams. Also, if we analyze Figure 15 and Table 4 below we can determine that least important motivator for starting business are family or friend role model. Surprisingly, respondents do not believe that starting their own business will bring them better social status.

In BiH entrepreneurship is still in its infancy and this result is not surprising. The process is difficult, time consuming and risky. We can see that main motives are personal and that is main driver to start the adventure and try something on Bosnian market. Reason that family and friend was rated really low as a motivator may be that we did not include many respondents whose family or friends started their own business.

Figure 15: Motivation to start own business

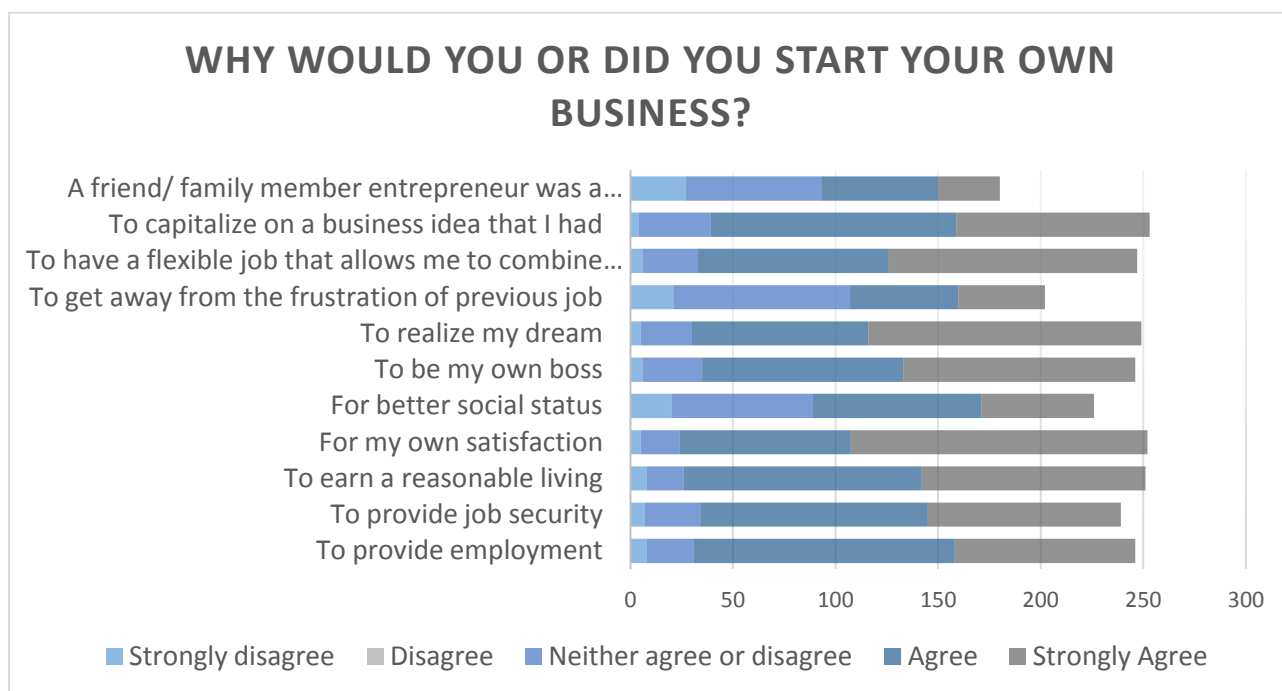


Table 4: Motivation to start own business

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree
<b>To provide employment</b>	3.14%	3.53%	9.02%	49.80%	34.51%
<b>To provide job security</b>	2.75%	6.27%	10.59%	43.53%	36.86%
<b>To earn a reasonable living</b>	3.14%	1.57%	7.06%	45.49%	42.75%
<b>For my own satisfaction</b>	1.96%	1.18%	7.45%	32.55%	56.86%
<b>For better social status</b>	7.84%	11.37%	27.06%	32.16%	21.57%
<b>To be my own boss</b>	2.35%	3.53%	11.37%	38.43%	44.31%
<b>To realize my dream</b>	1.96%	2.35%	9.80%	33.73%	52.16%
<b>To get away from the frustration of previous job</b>	8.24%	20.78%	33.73%	20.78%	16.47%



<b>To have a flexible job that allows me to combine my personal and working life</b>	2.35%	3.14%	10.59%	36.47%	47.45%
<b>To capitalize on a business idea that I had</b>	1.57%	0.78%	13.73%	47.06%	36.86%
<b>A friend/ family member entrepreneur was a role model</b>	10.59%	29.41%	25.88%	22.35%	11.76%

Another goal of this project was to identify the most important barriers for starting a business among young women. Figure 16 and Table 5 below identifies three extremely important barriers: difficulty in accessing finance, high corruption and weak economic environment. This information provides us opportunity that with this project we can raise awareness about entrepreneurship in our country and try to build environment and possibilities for young women. On contrary, interesting result is related to role of women in business. Our respondents do not believe that women are less professional or that their place is in house not in business as it was assumed. Women and their beliefs that they are equally capable to start a business is another motivator to push and build entrepreneurship in BiH.

Figure 16: How important are/were the following barriers for starting own business?

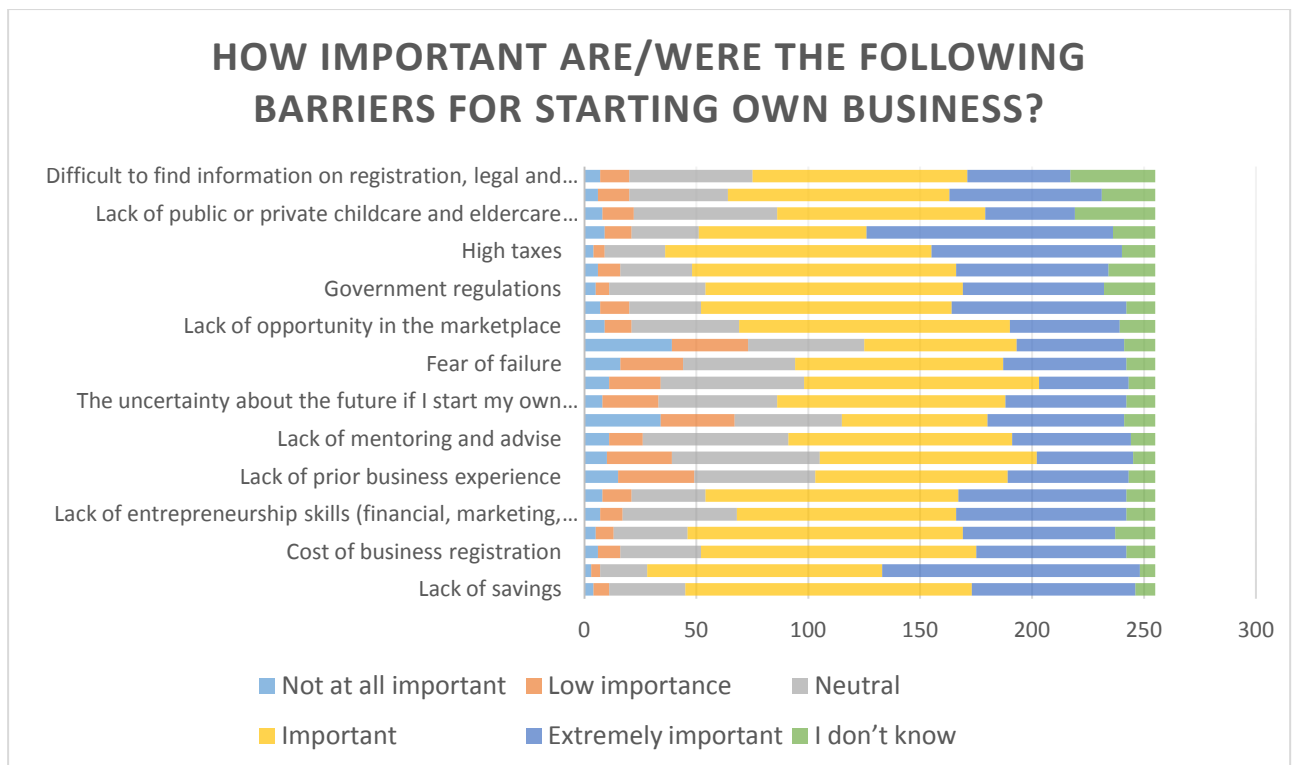


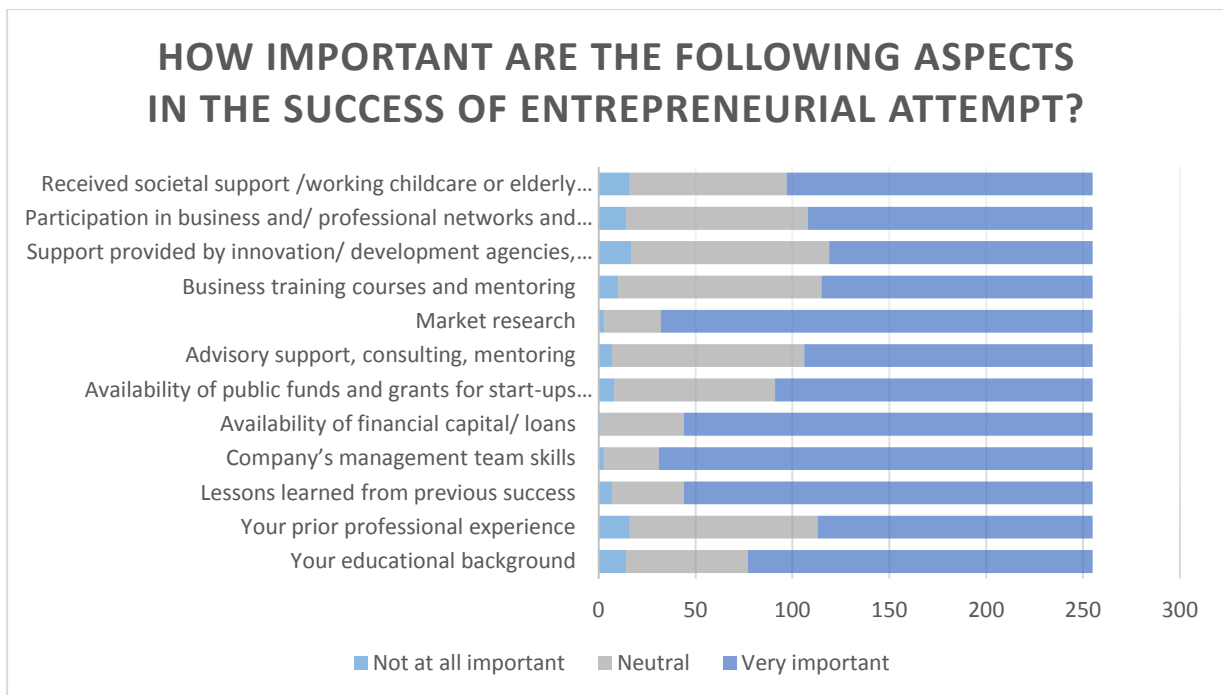
Table 5: How important are/were the following barriers for starting own business?

	Not at all important	Low importance	Neutral	Important	Extremely important	I don't know
<b>Lack of savings</b>	1.6%	2.7%	13.3%	50.2%	28.6%	3.5%
<b>Difficulty in accessing finance</b>	1.2%	1.6%	8.2%	41.2%	45.1%	2.7%
<b>Cost of business registration</b>	2.4%	3.9%	14.1%	48.2%	26.3%	5.1%
<b>High interest rates</b>	2.0%	3.1%	12.9%	48.2%	26.7%	7.1%
<b>Lack of entrepreneurship skills (financial, marketing, planning, technology, etc.)</b>	2.7%	3.9%	20.0%	38.4%	29.8%	5.1%
<b>Lack of information about how to start a business (e.g., rules and regulations)</b>	3.1%	5.1%	12.9%	44.3%	29.4%	5.1%
<b>Lack of prior business experience</b>	5.9%	13.3%	21.2%	33.7%	21.2%	4.7%
<b>Lack of time for training</b>	3.9%	11.4%	25.9%	38.0%	16.9%	3.9%
<b>Lack of mentoring and advise</b>	4.3%	5.9%	25.5%	39.2%	20.8%	4.3%
<b>Traditional views about the role of women in society</b>	13.3%	12.9%	18.8%	25.5%	23.9%	5.5%
<b>The uncertainty about the future if I start my own business</b>	3.1%	9.8%	20.8%	40.0%	21.2%	5.1%
<b>Losing balance between private and working life</b>	4.3%	9.0%	25.1%	41.2%	15.7%	4.7%
<b>Fear of failure</b>	6.3%	11.0%	19.6%	36.5%	21.6%	5.1%
<b>Stereotypes about young women as being less professional</b>	15.3%	13.3%	20.4%	26.7%	18.8%	5.5%
<b>Lack of opportunity in the marketplace</b>	3.5%	4.7%	18.8%	47.5%	19.2%	6.3%
<b>Weak economic environment</b>	2.7%	5.1%	12.5%	43.9%	30.6%	5.1%
<b>Government regulations</b>	2.0%	2.4%	16.9%	45.1%	24.7%	9.0%
<b>The red tape (such as lengthy and costly bureaucracy procedures and standards to be met before running a business)</b>	2.4%	3.9%	12.5%	46.3%	26.7%	8.2%
<b>High taxes</b>	1.6%	2.0%	10.6%	46.7%	33.3%	5.9%
<b>High corruption</b>	3.5%	4.7%	11.8%	29.4%	43.1%	7.5%

<b>Lack of public or private childcare and eldercare services</b>	3.1%	5.5%	25.1%	36.5%	15.7%	14.1%
<b>Insufficient maternity leave provisions</b>	2.4%	5.5%	17.3%	38.8%	26.7%	9.4%
<b>Difficult to find information on registration, legal and start-up requirements</b>	2.7%	5.1%	21.6%	37.6%	18.0%	14.9%

If we analyze the most important aspects for the entrepreneurial success (Figure 17 and Table 6 below) we can see that market research, company's management team skills, availability of financial and capital/loans and lessons learned from previous success are the most valuable aspects for entrepreneurial attempt. Similar to previously explained barriers, access to finance is important as a motivator as well. In Bosnia, access to EU or similar funds is difficult especially for those who are not university educated and do not speak English. Also, limiting factor is market research. Appropriate market research can be done with access to particular knowledge (through education, trainings or degree programs). Our respondents, 47% of them are not university educated and with this information we can create specialized trainings for women who are willing to start their own business. Also, they believe that management skills and previous experience are very important aspects for entrepreneurial attempt. Also, through adequate education and training, their skills can be built, and their fear reduced.

Figure 17: Perception on entrepreneurship success



*Table 6: Perception on entrepreneurship success*

	<b>Not at all important</b>	<b>Neutral</b>	<b>Very important</b>
<b>Your educational background</b>	5.49%	24.71%	69.80%
<b>Your prior professional experience</b>	6.27%	38.04%	55.69%
<b>Lessons learned from previous success</b>	2.75%	14.51%	82.75%
<b>Company's management team skills</b>	1.18%	10.98%	87.84%
<b>Availability of financial capital/ loans</b>	0.39%	16.86%	82.75%
<b>Availability of public funds and grants for start-ups support / EU, national, regional, local</b>	3.14%	32.55%	64.31%
<b>Advisory support, consulting, mentoring</b>	2.75%	38.82%	58.43%
<b>Market research</b>	1.18%	11.37%	87.45%
<b>Business training courses and mentoring</b>	3.92%	41.18%	54.90%
<b>Support provided by innovation/ development agencies, business support organizations</b>	6.67%	40.00%	53.33%
<b>Participation in business and/ professional networks and clusters /female, international, European, national/</b>	5.49%	36.86%	57.65%
<b>Received societal support /working childcare or elderly care service, adequate maternity leave provisions, etc./</b>	6.27%	31.76%	61.96%

## 5. Characteristics of youth female entrepreneurship

### 5.1. General characteristics

In order to better understand characteristics of youth female entrepreneurship in BiH we conducted a set of interviews with important stakeholders for this issue in the country. We identified some major and very relevant institutions for female entrepreneurship and they are briefly elaborated in the following text.

- Agency for Gender Equality of BiH has the main coordination role in the area of gender equality in BiH. The Agency is mandated to:
  - Present and analyze status of gender equality in BiH;
  - Cooperate with institutional mechanisms for gender equality in institutions at the state level;
  - Provide initiative and participate in preparation of laws, by laws and other acts, strategies, plans and programs that are adopted at the state level, in order to determine measures for achieving gender equality in all spheres of social life.
- Ministry of Foreign Trade and Economic Relations of BiH - Sector for economic development and entrepreneurship has the following activities: macroeconomic analysis and forecasts of economic development of BiH; cooperation with international institutions and organizations; cooperation with domestic and foreign scientific research institutions; preparation of contracts, agreements and other documents for the projects and programs of economic reconstruction and development; programs and projects of bilateral and multilateral grants and loans for economic reconstruction and development; coordination of international economic assistance to BiH except the part relating to the assistance of the European Union; the preparation of bilateral and multilateral agreements and other documents related to the economic reconstruction and development of BiH, development of entrepreneurship, support the development of small and medium enterprises, promotion of small and medium enterprises.
- The Federal Ministry for development, entrepreneurship and crafts is taking care about policies and programs that would support entrepreneurship and development in areas of crafts, SMEs, and special target groups (women, young, rural and urban). They closely cooperate with other institutions, like other ministries within Federal government, but also with NGOs, agencies and international organizations active in the field of entrepreneurship and employment.
- Druga gimnazija Sarajevo is one of the oldest and most successful high schools in BiH. The school offers both an international and national curriculum.
- SPARK is an advanced digital technology acceleration platform dedicated to regional startups and projects commissioned by leading European companies.
- Institute for Youth Development KULT is a non-governmental organization aiming for the successful and sustainable youth policy. The Institute is focused on improving the social and economic status of youth in BiH and is putting significant effort in addressing the rampant unemployment.

## ***5.2. Perceived characteristics of young women entrepreneurs in Bosnia and Herzegovina***

There is no specific and organized data collection present in BH and Federation BH on the young women entrepreneurship. Some NGOs are collecting and publishing data, but not on regular bases. The project MarketMakers did an excellent study about women in IT sector (for example), but there are mostly such individual projects and initiatives that we are currently aware of. Data which is missing is, for example, an exact number of women entrepreneurs/startups in BiH. The only relevant data that can officially be gathered is for the women who started their own business with the financial support through the specific programs organized for this category. Each institution which is involved in those programs has own data, again not all gathered on one place.

As stated above, there is no single data base/statistics on female entrepreneurship in BiH. The only reliable data can be found in the Business Environment and Enterprise Performance Survey (BEEPS) according to which women own 27.3% of all businesses which is under the Europe and Central Asia (ECA) average which is 33%. In BH, women make 24.2% of all senior leaders in companies which is above the ECA average of 21.3%. This average is higher in medium sized companies (29.2%), which is above the ECA average, whereas in small sized companies' women make 22.5% which is below the ECA average.

## ***5.3. Results of the interviews***

Economic empowerment of women has been recognized as one of three priorities in the regional cooperation in gender equality. Almost 15 years ago, BiH initiated regional collaboration in the area of gender equality by signing of the Declaration on Collaboration of Gender Institutional Mechanisms of Western Balkans (Sarajevo Declaration). Declaration was signed in 2005 in Sarajevo by the representatives of BiH, Croatia, Macedonia, Montenegro and Serbia and left the possibility to other interested counterparts across the region to join. Ever since, BiH has gained a leadership position by initiating, organizing and funding a great number of meetings of Regional Coordination Board and other regional events. Regional Coordination Board has met, on average, two times per year. Moreover, in November 2013 the Mediterranean countries (Morocco, Algeria, Tunisia, Egypt and Libya) joined the Declaration. Such continuous regional collaboration has led to defining joint priorities, one of which is - economic empowerment of women. Namely, in July 2014, with reference to the Sarajevo Declaration, the Joint Statement on Collaboration of Gender Institutional Mechanisms from Western Balkan Countries was signed. It outlined the following joint priority areas: 1.) UNSCR 1325 "Women, peace and security", including emerging security threats and challenges, 2.) Economic empowerment of women, and 3.) Istanbul Convention of Council of Europe. At the same time, under umbrella of the Regional Coordination Board, a regional network of women's NGOs was established as a Union of Associations "Balkan region" that advocates for greater institutional and NGO linkages around joint gender priorities.

Over time, "Balkan Region" has taken more and more the role of Secretariat of the Regional Coordination Board. Such focused approach has led to joint strategic planning and creation of

draft Regional Action Plan for Gender Equality in Priority Areas. Despite significant changes which occurred in the structure and status of gender mechanisms in the countries of the region, the regional collaboration on gender issues remained lively, enthusiastic and has continued to gather around the interested and influential representatives of governments and parliaments of the countries in the region. Although BiH is categorized as a country with medium-high income, and statistical data for the past 2-3 years show a decline in the unemployment rate and an increase in employment, research shows that the quality of life for citizens is declining. This breeds dissatisfaction which often results in emigration, especially when for youth.

The society in BiH does not have a tradition of entrepreneurship, and entrepreneurial culture is generally not supported or encouraged: Statistical data on entrepreneurship is very scarce, and data on youth and women entrepreneurship are almost non-existent. Information about business activities of youth and women are mostly the result of surveys conducted by NGOs, both local and international. This makes it difficult to monitor the development of youth and women entrepreneurship over the previous years, but some experiences and surveys conducted by the NGO sector show that there are certain initiatives and government and NGO incentives intended to support youth and women launching their businesses, primarily by providing funds, but in some cases professional support and mentorship as well. These activities are sporadic, and the government does not have a systematic approach that would result in creating new or adapting current strategic documents intended to foster an environment conducive to youth and women entrepreneurship.

The local level of government is the most suited to support women entrepreneurship, because they are uniquely positioned to assess their own business environment, the type of businesses that the local community needs and other local conditions. The local level is also the closest to the users, in this case citizens launching their own businesses. Many local governments in BiH recognize this and are increasingly more willing to support women entrepreneurship with funds and professional support. The Federal Ministry for development, entrepreneurship and Crafts thinks that there are some programs that support specific target groups, young and women in particular. The Ministry is implementing the program of incentives for them, and both young applicants (18-35 years old) and women have additional points that prefer them in competition with other target groups. It is apparent that gender gap is closing, and more women are active in working force and SME business. The current program of the Ministry is supporting SMEs, young and women, with fund of 50 million KM. The results are visible, and the Ministry expect them to be long term effective.

Projects such as Inspire&Innovate by SPARK, MarketMakers and Swiss Embassy, startup accelerators and incubators all around BiH, free-of-charge education for young entrepreneurs, programs available to students are very concrete and significant boosts for this target group. What I believe that we should work on more is the mindset and self-esteem of our young people (both male and female) - when it comes to mindset: we need to grow the mindset which nourishes the approach of "build your skills first" so we could have competent young people ready for the challenges of the entrepreneurial and business world. Building self-esteem is related to building skills. On the other hand - creating an eco-system where entrepreneurs will be having an option of building something (a startup, a company, or just a project for a start...)



while their competence is not pushed aside by the current socio-political situation is still ahead of us.

Women in BiH launch businesses out of necessity rather than opportunity (this distinction is made by the Global Entrepreneurship Monitor). Launching a business out of necessity means that they are doing it to provide for themselves (and their families), i.e. become self-employed and earn a living. The desire to develop their idea and the wish to succeed are secondary reasons. The main drivers of success for young people in our region is primarily their own internal ambition, high-quality knowledge/focused experience and persistence. Some of them are being led by excellent mentors who guide them through the process, some of them are part of acceleration/incubation program, some of them received an excellent preparation for the business world through being members of student organisations or student exchanges, etc. But most of those highly successful young people that we meet on a daily basis have those key traits. The other drivers of success are the education, training, financing, coaching and concrete programs of support. There is no proper education in this field, the current educational system does not encourage young entrepreneurs, especially women. The only option left for students is to self-educate themselves through different programs of informal education. Also, young people and women are more aware of the chances of self-employment, rather than waiting for the employment.

The role of women in society is changing, and traditional picture is not prevailing. There are plenty of examples of successful businesswomen and that is creating more chances for young entrepreneurs, both women and men. We do not see that women are inferior to other target groups; many examples show different picture. Today women are not lacking business skills and they are not treated as inferior. In the Ministry we have experience that women are becoming more independent and active in business. That changes the structure and function of traditional families.

Improvements in terms of the gender gap are slow but they exist. Although statistical data shows that there are more unemployed women than men, there is also an increase in the number of female students compared to male students. An increasing number of women are starting their own businesses and taking management positions in companies. It is not easy to start an innovative company in BiH, and the difficulties are the same for males and females. Still, there might be differences in self-esteem of males and females and this might be one of the main reasons for a significant difference in numbers between male and female entrepreneurs.

All of the above proves that there has been an extensive work and experience in building formal and informal regional cooperation. Our viewpoint is that regional approach to gender issues gives possibility to reach better strategic ideas, to exchange resources, knowledge and skills, in order to achieve better results and solutions within our countries. We see the regional connection as an important potential for strengthening national capacities for gender equality policies, learning through common practices and leveraging limited local resources. It helps us to better contextualize and get a feel for the common needs of the region. The established regional cooperation has proven successful also because of similar historical, cultural, and socio-economic contexts of the member-countries. The great benefit of regional network is a possibility of developing joint regional projects and initiatives and a common platform for

action. Added value is that regional cooperation provides not only institutional memory, but also has a wider impact through public knowledge base. Further support is needed for our efforts to continue with regional cooperation on gender issues and women entrepreneurship and economic empowerment of women is one of top priorities. Those initiatives present an opportunity of the regional gender mechanisms to engage in advocating for regional development pathways in the area of youth and women entrepreneurship.

## 6. Typical biographies of young women entrepreneurs

Apart from conducting interviews with relevant stakeholders to better understand the position of young women entrepreneurs, we assessed typical biographies of YWE from BiH which are presented below.

### BIOGRAPHY 1

**Industry of entrepreneurial attempt: Retail - Concept Store**

**Number of employees: 4**

- 1. About her** – The description of interviewed person, her personal background, family, educational background, personal status (if it is relevant for entrepreneurial attempt). What kinds of identities (gender, class, subcultural etc.) appear in the biographic narrative? What is the role gender in pursuing her business objectives?

She was born and raised in Sarajevo, in a family of engineers. Her grandparents and grand-grandparents held prominent positions in BiH, and all the women in her family were highly educated. She states that she has been raised by educated, strong and independent women, and taught that she is the master of her faith.

In 1992, when she was 7, the siege of Sarajevo started, the period that has had a major impact on her life. With her family, she spent four years under siege, and during this time she made a promise to herself that she would always work for the benefit of communities in order to prevent such atrocities from happening ever again. Therefore, a social aspect of what she does has always been of utmost importance for her.

She studied Information Systems with a minor in Economics and did a masters in Transition Economies and European Integration.

Her father runs his own business and has offered significant support in pursuing her dreams.

- 2. About her entrepreneurial attempt** - What are the main motivators for starting own business of **interviewee**? Which needs she was trying to fulfil with her business endeavors? What plays a more important role in the narrative structural constrains or “free will” and attempts of “self-realization”? Which support did she receive from the environment and which is lacked? What were the main obstacles she faced in the beginning of her entrepreneurial career?

It took some time for her to learn that the biggest opportunities are in the economic activity. After working for international organizations, and after founding three NGOs (one of which is during her student days), she began seeking for ways of continuous financing to ensure independence, sustainability and long-term realization of her aspirations.

She has dreamt of running her own business ever since she started with her university studies but admits she hasn't had the courage to do it alone. She sought partners but couldn't find them

among her friends and colleagues. An easier approach was to start an NGO, so she initially pursued that path.

Among major motivators to found her own business, she lists:

1. Her love for beautiful products and wish to express herself creatively,
2. An opportunity she saw because she couldn't find the products she needed in the market,
3. Her aspiration to economically strengthen local designers and craftsmen, guiding them to create products that could be sold in the market.

The only support she received is from her close family – father, mother, and sister. She tells she has never focused on what support is lacking in her environment, she always knew she is expected to create something by herself.

Among major obstacles, she lists disagreement from people (family, friends, acquaintances) she received for establishing a business. She tells comments by other younger, and older women were harshest. Many thought she had much better options elsewhere, in the Government sector, or elsewhere. Other labelled her as unable to understand what she wants in her life and judged the type of business she was about to open as poor. Due to this experience, she later founded an informal support group for young women entrepreneurs (or aspiring entrepreneurs) in Bosnia.

Another obstacle she lists was the inability to find a space for her shop – she has been seeking for the suitable space for a couple of years.

- 3. Resume** - What are the major turning points of the biography? What were the institutional constrains limiting the opportunities of the interviewee? What were the major choices, what could be chosen alternatively? What motivated these choices?

Resume:

- Established and run a student NGO
- Did an internship with one international organization and got employment
- Founded and is still running two NGOs
- Together with IT companies, has founded an IT business cluster to support the development of Bosnian IT industry
- Founded her own business
- Currently is working on two new start-ups

Major turning points were:

- A realization that through international organizations she cannot reach the level of impact on communities she is seeking for. That is why she quit her the full-time job.
- A realization that the NGO sector is too dependent on donations and donors, so there need to be ways of implementing activities for social good that generate profits.
- She opened her concept store after the opportunity came up (one shop space was available, and she was contacted by a businesswoman who was about to leave that space)

The only institutional constrain she mentions is the inability of the university she attended to support her when she was much younger to proceed with her ideas of establishing a business.

**4. Recommendations** What are her suggestions to the policy makers?

Her suggestions:

Strengthening the entrepreneurship spirit of students through:

Learning, inspirational and supportive environment

Enabling peer-to-peer support

Tutoring (sharing knowledge) with more experienced entrepreneurs.

Support from the Government for different stages of company growth

Before she needed support in founding a company but now she needs support in scaling her business up (including exporting).

## BIOGRAPHY 2

### Industry of entrepreneurial attempt: Restaurant and cake shop

Number of employees: 15

- 1. About her** – The description of interviewed person, her personal background, family, educational background, personal status (if it is relevant for entrepreneurial attempt). What kinds of identities (gender, class, subcultural etc.) appear in the biographic narrative? What is the role gender in pursuing her business objectives?

I was grown up in a small family with much love and support. Always loved school and learning new things, so as a kid in parallel I was attending two schools: ordinary elementary and music school. Because of the war I had to leave my country and parents. My sister and I, we went abroad, where I learned to cope with life difficulties, such is discrimination, lack of financial resources, family and support. Nevertheless, I successfully learned new language and finished school. By the end of the war I came back in country that was ruined, destroyed by war but with hope that it is just current situation and it is not for permanent, which proved to be true. At that time, I choose to finish Faculty for Landscape Architecture and I was the best class student. As such I got my very first employment as a Landscape Architecture Engineer in a company that is specialized for Landscape Architecture. After a while I became a Department Chief and then I got an opportunity to start my own business as a partner with my sister in law. The business opportunity was totally in opposite with my vocation, but still whole life I loved baking cakes and above all I believed in the idea and that business opportunity.

After my husband and family gave me a needed support I was really happy to start from scratch. Firstly, finished needed education and afterwards spending more than 14 hour per day making cakes till perfection I wanted to gain. And then it started!

- 2. About her entrepreneurial attempt** - What are the main motivators for starting own business of **interviewee**? Which needs she was trying to fulfil with her business endeavors? What plays a more important role in the narrative structural constrains or “free will” and attempts of “self-realization”? Which support did she receive from the environment and which is lacked? What were the main obstacles she faced in the beginning of her entrepreneurial career?

When I was a kid I remember when someone would ask me: „What do you want to be when you grow up?” I would give a jaunty answer: „Successful business women!” So, with that kind of mind set up, an opportunity to start a new business was a great challenge, something that I could not ignore or miss.

I am a person that needs to see a final product, to be involved in whole process of creating something done by your own hands. I also have a wide range of interests and all of them are in one or another way related to the creating cozy, pleasant and homey environment. As far as I remember I liked everything that is related to the plants and making sweets. So, having in mind all above mentioned it is no wonder I was immediately intrigued by the idea of developing my own business with focus of creating a high-quality product.

Main goals of my business endeavors were, and they still stand:

- a) Quality production
- b) Maintaining quality of the product and always keep it the same
- c) Offer the product in a completely controlled environment (clean, cozy, pleasant and homey)
- d) Novelties

The support that I received came from my closest, i.e. family I got moral and financial support but with a lack of faith in success regarding the opinion that the product itself is not long-lasting and good or attractive enough to have a whole business based on it.

Main obstacles I faced in the beginning of my entrepreneurial career were a great dose of negativism since all pastry and sweet business was based on traditional concept and it was belief that if product, i.e. cake is not traditional and if it is more expensive than all cakes and sweet pastries offer was at that time it not possible to have any success. The idea of cakes made with cheese or carrots was scorned.

- 3. Resume** What are the major turning points of the biography. What were the institutional constrains limiting the opportunities of the interviewee? What were the major choices, what could be chosen alternatively? What motivated these choices?

Major turning point was leaving the secure job at the public sector for which I was educated and with a great perspective of professional development and starting new, undefined and unsecure business in private sector with no previous knowledge of running your own business.

Extensive bureaucracy, high taxes, ambiguity in administration regarding the numerous inspections and its work, i.e. work rules were the most important constraints for my work.

- 4. Recommendations** What are her suggestions to the policy makers?

For the private sector they should have some benefits, i.e. exemptions for the start-up companies, for example: favorable rents, legal and economic counselling that is free of charge regarding all aspects of running business, reduce bureaucracy.

### BIOGRAPHY 3

**Industry of entrepreneurial attempt: E-commerce (Design, Manufacturing, Marketing)**

**Number of employees: 5**

- 1. About her** – Your personal background, family, educational background, personal status (if it is relevant for entrepreneurial attempt). What kinds of identities (gender, class, subcultural etc.) appear in the biographic narrative? What is the role gender in pursuing your business objectives?

She (1991) is born in Travnik to parents Suada and Reuf, both holding BA degrees from the University of Sarajevo, Faculty of Philosophy. Born right before the beginning of the war in BiH, she did not have an opportunity-ridden childhood. Although they did not suffer any human loss, her family first lost their house and then survived the grenade-attack on their new apartment. Even though her parents had college degrees, they did not see much use of them and started from the bottom – as a journalist and as a police officer.

She had a typical bh. education. She completed Elementary school in Travnik and then enrolled in Gymnasium Travnik. Formal education, class, gender did not make any direct influence on her (as perceived by her). It was her parents and the way they raised her: to be independent and confident she can do anything she wants, and to be free to try whatever she finds interesting without fearing failure. Her 1-4 grade teacher contributed additionally, as well as 2-3 teachers later on (Mathematics, Physics, Informatics). Together, they inspired Ajla to do what she loved (just like they did) and to be persistent – practice is everything. Apart from that, and regardless of extreme costs, her parents did all they could, so she can enjoy what she loved the most – skiing. She spent 13 years skiing professionally. She also wrote a poetry book, got a brown belt in karate, was a member of 7-8 extra-curricular activities, NGOs, even tried herself out at singing competitions.

Again, it wasn't a gender – but the fact that her parents taught her that gender doesn't matter – what made her succeed.

She got a scholarship to attend UWC in Italy where she completed 3<sup>rd</sup> and 4<sup>th</sup> grade of high-school. For two years she lived with 200 other students from 89 countries which forever changed her perspective on life and everything related.

She then got a scholarship to attend Columbia University in NYC, where she got her BA and MA degrees.

Both UWC and Columbia made a huge impact on her life and careers, but she claims they only made prettier what was already built in her early childhood – by her parents and the way they raised her.

- 2. About her entrepreneurial attempt** - What are the main motivators for starting your own business? Which needs you were trying to fulfil with own business endeavors? What plays a more important role in your motivation, structural constrains or “free will” and attempts of “self-realization”? Which support did you receive from the environment and which is lacked? What were the main obstacles you faced in the beginning of your entrepreneurial career?

Desire to help others to create better lives for themselves. There are no personal needs that she's been trying to fulfil – but a pure desire to give others what was given to her – an opportunity to thrive.

Structural constraints – trying to ‘fix’ the society we live in.

Support always usually came from friends or strangers in form of nice words, and from the media in form of marketing and promotion, but structural/institutional support (state/canton/town level) is missing.



There is one and only obstacle - bh. bureaucracy.

- 3. Resume** What are the major turning points of the biography. What were the institutional constraints limiting the opportunities of the interviewee? What were the major choices, what could be chosen alternatively? What motivated these choices?

She never needed or asked for institutional help, and always managed to get what she needed using her knowledge of network of people. But, it is usually bureaucracy that constraints anything.

Again, choices are commented in #1. If she didn't leave for Italy/USA she would probably complete high school in Travnik and then Faculty of Engineering at University of Sarajevo, and continue her career in IT industry.

- 4. Recommendations** What are your suggestions to the policy makers (in terms of encouraging women to become entrepreneurs)?

She lived in BiH, Italy, USA, Denmark and Switzerland and situation is pretty much the same everywhere regarding gender issue in entrepreneurship. She strongly believes policy makers cannot make a direct change. This question begins and end in a family, and if anything, they have to focus on providing accessible education for everyone, providing parents opportunities to raise their children – not just by sending them to schools, but being able to pay for their extracurricular activities, sports and travelling.

## **7. Challenges connected to youth women entrepreneurs and policies aimed to deal with them**

### ***7.1. Policy competences, institutional actors involved***

Institutional structure in BiH is very complex since it is dispersed at three levels: national, entity and cantonal level in FBiH. At the national level, there are Ministry of Civil Affairs and Ministry of foreign trade and economic relations which are in charge of innovation, entrepreneurship and gender issues. However, other institutions at lower levels have more authorities in the implementation issues and are closer to relevant stakeholders. We can conclude that there are plenty actors and institutions which are relevant and who are implementing activities in a dispersed and disintegrated manner.

According to the Law on Gender Equality in BiH the Agency for Gender Equality of BiH has the main coordination role in the area of gender equality. Some of the tasks the Agency is mandated to perform are: (1) present and analyze status of gender equality in BiH on basis of reports developed by the Agency and reports from entities' gender centers and produces annual report for the Council of Ministers of BiH; (2) determine methodology for developing report on gender equality in BiH; (3) initiate and coordinate development of the Gender Action Plan of BiH; (4) monitor application and coordinate activities with all relevant subjects in the Gender Action Plan of BiH; (5) cooperate with institutional mechanisms for gender equality in institutions at the state level; (6) provide opinion on compliance of various acts with the international standards on gender equality; perform activities in order to promote gender equality;

With regard to Recommendations 34 a and b UN CEDAW Committee, BiH incorporated gender equality standards into the legal framework defining work, employment and access to resources. Policies and strategic documents at state and entity level have been adopted to support the equal participation of women and men in labor market. However, at the national level there is no unified policy that empowers women, especially not in the entrepreneurship area.

There were several important points that guided institutions in policy making regarding the women entrepreneurship and they are outlined below:

- The BiH Employment Strategy was implemented in the period 2010-2014. The Employment Strategy for the FBiH (2009-2013) and the Action Plan for Employment in the FBiH (2010-2013) included measures to increase the employment rate of women, especially the multiple excluded categories of women as a vulnerable group, through the allocated transfers being made from the Budget of the Government of FBiH. The number of women covered by measures of active employment policy in the FBiH is growing year by year, so in seven out of nine measures equal participation of women (from 38.30% to 54.5%) was achieved in 2014.

- The Strategic Plan for introduction of Gender Responsible Budget into the Budget of the FBiH 2013-2015 included the program for development of small and medium-sized enterprises in FBiH, providing incentive for development of entrepreneurship of women to 30 crafts and 30 companies with 310 employees, with plans to open 70 new jobs. In 2016, the Federal Ministry of Development, Entrepreneurship and Crafts allocated 350,000KM as an incentive to female entrepreneurs.
- The Action Plan for Implementation of the Project for the Development of Small and Medium Enterprises in the FBiH (2016-2018) is aimed at harmonizing the Law on the Promotion of Small Business Development and the Law on Crafts and Related Activities with the BiH GEL. Also, the Strategy for Advancement of Rights and Position of Persons with Disabilities in the FBiH (2016-2021) foresees the activity related to encouraging entrepreneurship of women with disabilities.
- The RS Employment Strategies for the period 2011 - 2015 and 2016 - 2020 identified women as a disadvantaged group in the labor market, whereas the principle of gender-based non-discrimination was introduced as a general provision into employment programs and measures. However, implementation of annual action plans did not provide specific programs directed at women, especially vulnerable groups of women.
- A new Law on the Development of Small and Medium Enterprises was adopted in the RS, which prescribes the development of women entrepreneurship through adoption of support programs, providing trainings, enabling better access to financing and associating of women entrepreneurs, which was not foreseen in the previous legal act. The Strategy for the Development of Small and Medium Enterprises of RS (2016-2020) has envisaged support to development of women entrepreneurship. With the support of Financial Instrument for implementation of Gender Action Plan of BiH ("FIGAP"), managed by Agency for Gender Equality and Gender Centers, the Council for the Women Entrepreneurship of the RS Chamber of Commerce was established, and the project "Support to Women Entrepreneurship" implemented.
- FIGAP supported projects in the field of economic empowerment of women that were aimed at promoting female entrepreneurship, retraining and further training for employment and self-employment in accordance with the needs of the labor market. These projects included numerous forms of non-formal education (business start-up, beekeeping, greenhouse-fruit and vegetable growing, development a profitable process of "manual" recycling of waste packaging through local associations and production of used items / souvenirs, IT education) in order to build women's skills to participate in the labor market and start independent businesses.
- BiH signed the Decent Work Country Program for BiH (2012-2015) with the International Labor Organization (ILO). As an area of critical importance, the need for formalization of informal work was recognized, and within the Program, workshops were organized, and campaign was launched to raise the awareness on the informal sector in which women have greater participation.

## ***7.2. Policies aimed to deal with youth women entrepreneurs***

Interviewees strongly agree that national culture in BiH is still not supportive enough for women entrepreneurs, does not encourage women to engage in entrepreneurship and advance in their careers. On the one hand, the society is still very traditional, and women are mostly seen in the role of mother and wife and if women are employed, their job is seen as a source of income used to pay for household expenses, and it is very rarely approach from the standpoint of developing a career in the long terms and professional advancement. On the other hand, interviewees have the sense that the situation is changing. Still, there are less women in managerial positions in BiH, but that is the case in other cultures and countries too. According to the first Survey on the number of women and men in the management structures (administrative and supervisory/executive boards) of enterprises in BiH, which the Gender Equality Agency conducted in May 2014, only 15.7% of women were observed in these positions.

Furthermore, in the area of entrepreneurship and start-ups, there are no special legal encouragement, as they are not representing top priorities. It should be improved and more aligned with the EU startup regulations and laws. However, there are programs at various levels in the country that encourage and support women and young entrepreneurs. According to the experience of interviewees, family support is one of the most important factors in young and women entrepreneurship development. In addition, there is a number of incubators, technology parks, business centers all around BiH. Regional development agencies are rather active in that area. Also, municipalities are also active in support of business development, women and young entrepreneurs in particular. However, despite these programs, youth and women do not receive adequate support for launching their own businesses, and the measures put in place very often do not meet their actual needs.

Youth and women entrepreneurs represent important target groups for the interviewed stakeholders and they aim to increase their participation within active population in BiH and to support them with financial and other incentives. At the level of the national policy, there is a lack of clear policies and programs that would describe the role of young women entrepreneurs.

The challenges of young women entrepreneurs are the same as the needs of male entrepreneurs (i.e. business environment, taxes, purchase power, exporting opportunities and barriers), plus additional boost of confidence and not having to “fight” the sometimes-present old-fashioned stereotypes of roles of women in today’s society. Entrepreneurs need better conditions for functioning of the companies, tax deductions for the startups, tax incentives for the investors in local startups, simplified procedure for opening and closing the company, etc.

Some interviewed institutions, such as Federal Ministry for Development, Entrepreneurship and Craft, initiate and create the fund that is financing target groups. Both women and young are preferable categories, and they receive additional points when scoring applications. They also cooperate with programs offered by Federal employment agency and are in contacts with local and regional NGOs active in areas of entrepreneurship, young and women groups. On the other hand, representatives of the Ministry of Foreign Trade and Economic Relations of BiH stated that the biggest challenge of this ministry, besides the lack of legal framework, is the lack of concrete programs and projects that would include these categories and that would include the Ministry as the stakeholder.

As a part of the mandate, the Agency for Gender Equality of BiH, works on creation of preconditions for equal opportunities for all in the labor market. Currently we do not implement project which target supporting Youth Women Entrepreneurs specifically. However, as already indicated, through implementation of the Laws and strategic documents on gender equality, such as Gender Action Plan, Agency and other gender mechanisms provide support to other institutions and organisations throughout the country which have a specific mandate in this area.

Federal Employment Institute was concretely, in the year 2018 engaged in realization of the co-financing programme focused on self-employment and entrepreneurship of women, for which the amount of 1.000.000,00 KM was allotted.

NGO that was included in the interview organized various types of educational programs such as various forms of startup programs, competitions and forums which enable sharing the opportunities for youth and women. They also organize various workshops and educational activities, mostly in the area of IT and programming and related important fields.

When it comes to high-schools, it is evident that the educational system does not encourage young women entrepreneurs and interviewed high-school, as a part of the system, is limited when we talk about taking initiative. The school is, however, trying to give students the freedom to choose and implement different projects. Unfortunately, not many of them are connected to young women entrepreneurs.

One of the challenges for policy actions is also that there is no unique database on women entrepreneurship established in BiH, and the only valid data is coming from the Business Environment and Enterprise Performance Survey - BEEPS. The percentage of firms whose owners are women is 27.3%, which is below the average of the ECA region countries of 33%, with small differences in company size. There are 24.2% companies in which women are the top managers (that's slightly above the ECA average of 21.3%) and these are mainly medium-sized enterprises. According to the research «Women in business» published by Poslovne novine and LRC BIS companies with female managers have made a profit of 3.2 billion KM in 2017. Out of the 787 SMEs which participate in the project «100 biggest in BIH» 19% are companies which have female managers. They employ 14804 persons which is around 11% of all companies

which participate in this project. At the same time female managers made 11% of income and 12% of export. Looking at participation of female manager, there are 18% of companies in FBiH and 20% companies in RS with female managers.

Women entrepreneurs are professionally accomplished, particularly in small and medium-sized enterprises, and mostly in micro-enterprises, which makes about 20-25%. However, as owners of small and medium-sized enterprises, women often do not have the same status and credibility as men, it is more difficult for them to establish a company, and they need much more effort and time to become accepted in business circles.

## **OUTLOOK, CONCLUSIONS and RECOMMENDATIONS**

National culture in BiH is still not supportive enough for women entrepreneurs, does not encourage women to engage in entrepreneurship and advance in their careers. However, for those who are successful, the biggest support is found in their families and inner circle of friends. The most important barriers, as identified in the primary survey that was conducted are: difficulty in accessing finance, high corruption and weak economic environment.

Relevant interviewees have important suggestions and recommendations. Governments in BiH, donors and NGOs should dedicate more attention to strengthening of business and management skills of young entrepreneurs, networking of women in business and potential entrepreneurs, increasing access to information, easier access to capital and promoting role models of women in business which made it despite the obstacles they have faced. Various kinds of support should be provided to women entrepreneurs, such as: financial support, training, mentoring, education, skills and knowledge transfer, expertise. Additionally, policy makers should be concerned with:

- Changing the legal framework and enabling entrepreneurs to have similar conditions for starting a company as in other surrounding and/or European countries
- Creating a centralized platform related to startups where startups, investors, educational institutions, accelerators and incubators, students and other interested parties could meet and exchange information (one stop shop information)
- Starting concrete projects with an aim to (expect of raising awareness) transfer best practices for employment and business development in these categories, based on the experiences from the Danube region.
- Creating a local startup eco-system representative (organization) for the territory of BiH, which could articulate the voice of local startups, investors, young entrepreneurs toward the decision makers in BiH
- Creating a strong network of mentors - supporting the organisations (accelerators & incubators) who are already building those networks

They further stress that it is important to talk with women in smaller communities, in addition to larger ones. Women in larger local communities generally find it easier to find support, which gives the false impression that this situation is the same in other parts of the country as well.

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## ANNEX 1: Table with information about institutional actors

#	Organization	Surname	Name	E-mail	STAKEHOLDER TYPE
1	Technology park SPARK	Lerota	Sara	info@spark.ba	Business Support Organization Representative
2	Second Gymnasium Sarajevo	Ajanić	Dženeta	dzeneta.ajanica@2gimnazija.edu.ba	Educational System Representative
3	Agency for Gender Equality of Bosnia and Herzegovina	Filipović-Hadžiabdić	Samra	protokol@arsbih.gov.ba	Non-Institutional Regional Authority
4	Institute for youth - KULT	Rovčanin	Ajka	ajka.rovcanin@kultbih.org	Regional/National/International NGO Representative
5	Ministry of Foreign Trade and Economic Relations	Perić	Edita	edita.peric@mvteo.gov.ba	Institutional Regional Authority
6	Federal Employment Institute	Korjenić	Omer	okorjenic@fzzz.ba	Employment Services Representative
7	The Federal Ministry for Development, Entrepreneurship and Crafts	Džiho	Sead	sektorpoduzetnistvo@fmrpo.gov.ba	Institutional Regional Authority

## ANNEX 2: Table with information about young women entrepreneurs

#	Organization	Surname	Name	E-mail	STAKEHOLDER TYPE
1	Torte-i-to	Jelin-Kadrić	Sandra	sandra@torte-i-to.ba	Young Women Entrepreneur
2	Retail - Concept Store "Bazedžan"	Karkin	Zana	info@bazedzan.ba	Young Women Entrepreneur
3	Online Store Orea Bazaar	Fijuljanin	Ajla	info@oreabazaar.com	Young Women Entrepreneur

## ANNEX 3: Questionnaire

# WOMEN IN BUSINESS SURVEY

Dear Madam,

By participating in this survey you will contribute to the research about the needs and barriers young women are facing, when trying to run their own business. The results of the questionnaire will serve to study the current state of women entrepreneurship across the Danube Region, to develop tailored training models and policy recommendations. This survey is part of the activities within the WOMEN IN BUSINESS project co-financed by Danube Transnational Programme, with the aim to strengthen the entrepreneurship of young women in the Danube Region.

If you are women, age from 15-34, join us, fill in the survey and share your views and experiences with us to support the development of young women entrepreneurship. The study consists of 19 questions divided into 6 groups and it takes 10 minutes to complete. Participation is completely anonymous; therefore, it does not require your name or any other identifying information.

To begin the study, click the "Next" button.

Thank you for your time and participation!

"Women in Business" Project Staff

If you have any technical issue with the survey, please contact [lejla.turulja@efsa.unsa.ba](mailto:lejla.turulja@efsa.unsa.ba).  
For more information about the project, please contact [petkova@rapiv.org](mailto:petkova@rapiv.org).

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- 
- G Gender: M/F (eliminary)
- A Age: \_\_ (eliminary)
- C Country/ Region: (eliminary)
- a. Austria
  - b. Bosnia and Herzegovina
  - c. Bulgaria
  - d. Croatia
  - e. Germany - Baden-Württemberg and Bavaria
  - f. Hungary
  - g. Republic of Moldova
  - h. Romania
  - i. Slovenia
  - j. Other country (to be eliminated from further survey)

Thank you for your interest in research. However, this research is intended for women aged 15-34 and from specified countries.

#### I -ENTREPRENEURIAL INTENTION

1. Are you already an entrepreneur? (Do you already have your own business)?
  - a. Yes
  - b. No
  
2. Are you seriously considering becoming an entrepreneur? (if Yes in #1, skip this question)
  - Would not consider
  - Might or might not consider / I am not sure
  - Definitely consider.
  
3. How many employees does your company have? (if No in #1 skip this question)
  - Only one
  - Less than 10
  - 10 and more
  
4. What is the sector of your activities? /chose only 1/
  - Agriculture and mining
  - Manufacturing and transportation
  - Wholesale and retail
  - ICT
  - Health/ Education/ Social Services
  - Financial/ Administrative/ Consumer Services
  - R&D

5. Please mark if you (within a company or within an entrepreneurial attempt) introduced the following innovation/IPR:
- Service Innovation (a new or significantly improved services)
  - Goods Innovation (a new or significantly improved goods)
  - Process Innovation (a new or significantly improved process)
  - Apply for Patent
  - Register a Trademark
  - No previous experience with innovation/IPR

## II – MOTIVATIONS AND OBSTACLES TO ENTREPRENEURSHIP

6. Why would you or did you start your own business?  
Indicate your level of agreement with the following statements from 1 (total disagreement) to 5 (total agreement).

	1 - Strongly disagree	2 - Disagree	3 - Neither agree or disagree	4 - Agree	5 - Strongly Agree
<b>EMPLOYMENT</b>					
EMP1 <sup>2</sup> To provide employment					
EMP2 To provide job security					
EMP3 To earn a reasonable living					
<b>AUTONOMY</b>					
AUT1 For my own satisfaction					
AUT2 For better social status					
AUT3 To be my own boss					
AUT4 To realize my dream					
AUT5 To get away from frustration of previous job					
AUT6 To have a flexible job that allows me to combine my personal and working life					
AUT7 To capitalize on a business idea that I had					

<sup>2</sup> All codes are to be used for internal purpose. Codes will not be visible for respondents.

AUT8 A friend/ family member entrepreneur was a role model					
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7. How would you describe yourself in everyday life?  
Indicate your level of agreement with the following statements from 1 (total disagreement) to 5 (total agreement).

	1 - Strongly disagree	2 - Disagree	3 - Neither agree or disagree	4 - Agree	5 - Strongly Agree
<b>CREATIVITY</b>					
CRE1 I always suggest new ways to achieve goals.					
CRE2 I always come up with new and practical ideas.					
CRE3 I search for new technologies, processes, techniques, and/or product ideas.					
CRE4 I am a good source of creative ideas.					
CRE5 I exhibit creativity when given the opportunity.					
CRE6 I come up with creative solutions to problems.					
CRE7 I often have a fresh approach to problems.					
<b>INDIVIDUAL INNOVATIVENESS</b>					
IN01 I often surprise people with my novel ideas.					
IN02 I prefer coming up with new ideas to mastering skills.					
IN03 I prefer work that requires original thinking.					



8. How important are/were the following barriers for starting own business?  
Indicate the level of importance of following barriers for you personally, from 1 (not at all important) to 5 (extremely important).

	1 - Not at all important	2 - Low importance	3 - Neutral	4 - Important	5 - Extremely important	9 - I don't know
<b>FINANCE</b>						
FIN1 Lack of savings						
FIN2 Difficulty in accessing finance						
FIN3 Cost of business registration						
FIN4 High interest rates						
<b>COMPETENCY</b>						
COM1 Lack of entrepreneurship skills (financial, marketing, planning, technology etc.)						
COM2 Lack of information about how to start a business (e.g. rules and regulations)						
COM3 Lack of prior business experience						
COM4 Lack of time for training						
COM5 Lack of mentoring and advise						
COM6 Traditional views about the role of women in society						
<b>RISKS AND OTHER OUTSIDE FACTORS</b>						
RIS1 The uncertainty about the future if I start my own business						



RIS2 Loosing balance between family and working live.						
RIS3 Fear of failure						
RIS4 Stereotypes about young women as being less professional						
<b>MACRO-ECONOMY AND POLICY</b>						
MAC1 Lack of opportunity in the market place						
MAC2 Weak economic environment						
MAC3 Government regulations						
MAC4 The red tape (such as long and costly bureaucracy procedures and standards to be met before running a business)						
MAC5 High taxes						
MAC6 High corruption						
MAC7 Lack of public or private childcare and eldercare services						
MAC8 Insufficient maternity leave provisions						
MAC9 Difficult to find information on registration, legal and start-up requirements						

9. In your opinion, how important are the following aspects in the success of entrepreneurial attempt?

1 - Not at all important	2 - Neutral	3 - Very important
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M1 Your educational background			
M2 Your prior professional experience			
M3 Lessons learned from previous success			
M4 Company's management team skills			
M5 Availability of financial capital/ loans			
M6 Availability of public funds and grants for start-ups support /EU, national, regional, local/			
M7 Advisory support, consulting, mentoring			
M8 Market research			
M9 Business training courses and mentoring			
M10 Support provided by innovation/ development agencies, business support organizations			
M11 Participation in business and/ professional networks and clusters /female, international, European, national/			
M12 Received societal support /working childcare or elderly care service, adequate maternity leave provisions, etc./			

### III - ENTREPRENEURIAL SELF-EFFICACY

10. Considering your own efficiency, indicate your level of agreement with the following statements from 1 (total disagreement) to 5 (total agreement).

	1 - Strongly disagree	2 - Disagree	3 - Neither agree or disagree	4 - Agree	5 - Strongly Agree
SE1 It is easy for me to follow my aims and accomplish my goals.					
SE2 Thanks to my resourcefulness, I know how to handle unforeseen situations.					
SE3 I can solve most problems if I invest the					

necessary effort.					
SE4 When I am confronted with a problem, I can usually find several solutions.					
SE5 If I am in trouble, I can usually think of a solution.					
SE6 I can usually handle whatever comes my way.					

#### IV – CULTURE OR NORMATIVE PROFILE AND SOCIAL SUPPORT

11. Considering the entrepreneurial culture in your country, indicate your level of agreement with the following statements from 1 (total disagreement) to 5 (total agreement).

	1 - Strongly disagree	2 - Disagree	3 - Neither agree or disagree	4 - Agree	5 - Strongly Agree
CUL1 In my country, the creation of new ventures is considered to be an appropriate way to become rich.					
CUL2 The national culture is highly supportive of individual success achieved through own personal efforts.					
CUL3 In my country, setting up a new business is a necessity.					
CUL4 The national culture encourages creativity and innovativeness.					
CUL5 The national culture encourages entrepreneurial risk taking.					
CUL6 Most people view becoming an entrepreneur as a desirable career choice.					
CUL7 Successful entrepreneurs have a high standing in the community and are respected.					
CUL8 Most people think of entrepreneurs as competent, resourceful individuals.					

12. If you decided to create a company, or you already own one, would people in your close environment approve that decision? Indicate from 1 (totally disapprove) to 5 (totally approve).

	1 - Strongly disapprove	2 - Disapprove	3 - Neither approve or disapprove	4 - Approve	5 - Strongly Approve
SUP1 Your close family					
SUP2 Your friends					
SUP3 Your colleagues and acquaintances					
SUP4 Your neighbourhood/local community					

#### V - TRAINING NEEDS

13. If you would have possibility, which type of support would you prefer? Select all that apply (obligatory)

TR1 Training	
TR2 Coaching and mentoring	
TR3 Counselling and consulting	
TR4 Events and networking	

14. In which business fields you would need additional knowledge? Select all that apply (obligatory)

B1 Management	
B2 Human resources management	
B3 Entrepreneurship	
B4 Finances and budgeting	
B5 Accounting	
B6 Marketing	

B7 Export	
B8 Social media in business	
B9 Business plan development	
B10 Sales	
B11 Business law	
B12 IT in business	
B13 Business Communication	
B0 Other:	
B14 I don't need additional education	

- A15 What would be your availability in length and frequency of the training (obligatory)
- maximum number of hours per week: \_\_\_\_\_
  - maximum number of weeks per training: \_\_\_\_\_
  - not available at all

## VI - DEMOGRAPHICS

A16 Personal status:

- a) Living in independent household  
How would you describe your personal status

If yes, please mark:

- Single
- In steady relationship
- Married
- Divorced
- Widowed

- b) Living as part of a household

If yes, please mark:

- Single
- In a steady relationship
- Married
- Divorced
- Widowed

A17 What is your education level:

- Primary

- b. High school
- c. Vocational training
- d. University – Bachelor
- e. University – Master

A18 What is your present occupation?

- a. Student
- b. Private sector employee
- c. Public sector employee
- d. Self-employed or entrepreneur
- e. Unemployed but seeking employment
- f. Unemployed but not seeking employment

A19 Roughly speaking, what is the total monthly income in your household?

- a. Below the average in your country
- b. Average
- c. Above the average in your country
- d. I do not know

Thank you for taking the time to complete this survey. We truly value the information you have provided.