

# **QUALITY MANAGEMENT CONFERENCE: STRENGTHENING EXCELLENCE AND PERFORMANCE IN PUBLIC ADMINISTRATION IN BOSNIA AND HERZEGOVINA**

*09 OCTOBER 2026*

*Sarajevo, Bosnia and Herzegovina*

*(Hotel Europe, Vladislava Skarića 5, Conference room Atrium)*

*Provisional Agenda*

## Background

Quality management is increasingly recognised as a key driver of public administration reform, helping public institutions improve performance, strengthen accountability, and deliver better services to citizens and businesses. The Common Assessment Framework (CAF), developed by the EU Member States, is the most widely used quality management model for the public sector and serves as a practical tool for organisational improvement and the implementation of the SIGMA Principles of Public Administration.

In recent years, Bosnia and Herzegovina has made notable progress in introducing quality management approaches within public administration. With the support of the Public Administration Reform Coordinator's Office (PARCO), the Civil Service Agency of the Federation of Bosnia and Herzegovina, the Civil Service Agency of Republika Srpska, local self-governments, ReSPA, SIGMA, EIPA, UNDP, and other development partners, a growing number of institutions have implemented CAF and other quality management tools. These experiences have demonstrated that quality management can effectively support broader public administration reform objectives while strengthening organisational performance and improving public service delivery.

The **Quality Management Conference: Strengthening Excellence and Performance in Public Administration in Bosnia and Herzegovina** brings together senior public administration decision-makers, quality management practitioners, representatives of central and local government institutions, CAF practitioners, and international experts to exchange experiences, lessons learned, and good practices in quality management and CAF implementation.

The conference aims to promote quality management as a practical instrument for supporting public administration reform, strengthening organisational performance, and improving service delivery. Through presentations, panel discussions, and case studies from Bosnia and Herzegovina, the Western Balkans, EU Member States, and Eastern Partnership countries, participants will gain insights into successful approaches, lessons learned, and opportunities for future cooperation and capacity development.

The event is organised by the Public Administration Reform Coordinator's Office (PARCO), the Civil Service Agency of the Federation of Bosnia and Herzegovina, and the Civil Service Agency of Republika Srpska, with the support of ReSPA's Regional Quality Management Centre (RQMC). Through its ReSPA Support Instrument, ReSPA supports this activity as part of its ongoing efforts to strengthen institutional capacities, promote regional peer learning, and encourage the wider application of quality management tools across public administrations in Bosnia and Herzegovina and the Western Balkans.

## PROVISIONAL AGENDA

Venue: Hotel Europe Sarajevo

Address: Vladislava Skarića 5

Conference room: Atrium, ground floor

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| 09.30 – 10.00 | Registration and Welcome Coffee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 10.00 – 10.30 | <b>Welcome Remarks</b> <ul style="list-style-type: none"> <li>Jelena Mrdak, ReSPA Director, a.i</li> <li>Mr Darko Kasap, Director of PARCO (TBC)</li> <li>Mr Refik Begić, Director of FBiH Civil Service Agency (TBC)</li> <li>Mr Aleksandar Radeta, Director a.i. of the Civil Service Agency of Republika Srpska (TBC)</li> </ul> <p>(Moderated by ReSPA)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 10.30 – 10.50 | <b>Opening Session: The importance of quality management and CAF for public administration reform, SIGMA Principles of Public Administration Reform</b> <ul style="list-style-type: none"> <li>SIGMA (online)</li> </ul> <p>(Moderated by ReSPA)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 10.50 – 11.10 | <b>CAF in the WB and EU, the role of the EIPA CAF Resource Centre</b> <ul style="list-style-type: none"> <li>Tihana Puzic, Head of European CAF Resource Centre in EIPA</li> </ul> <p>(Moderated by ReSPA)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 11.10 – 11.50 | <b>Why does CAF make a difference and Regional Analysis?</b> <ul style="list-style-type: none"> <li>Ms Ljiljana Uzelac, Head of Strategic Planning and eGov Department, Ministry of State Administration and Local Self-Government of Serbia (TBC)</li> <li>Ms Violina Varta, Head of Public Service Management Department in Public Service Agency of Moldova</li> <li>Ms Marija Hajdukovic, Acting Director General of the Directorate for Strategic Planning in Public Administration, International Cooperation and IPA Projects, Ministry of Public Administration of Montenegro (online)</li> <li>Ms Nadica Mushijan, Municipality of Gjorche Petrov, North Macedonia</li> <li>Dr. Hrachik Yarmaloyan, Component Manager at GIZ, Eastern Partnership Regional Project for Public Administration Reform III</li> </ul> <p><b>Panel discussion with Q&amp;A</b><br/>(Moderated by Igor Markovski, ReSPA CAF Expert)</p> |
| 11.50 – 12.00 | <b>ReSPA's current and planned support to BiH in Quality Management</b> <ul style="list-style-type: none"> <li>Slaven Bukarica, Quality Management Officer, ReSPA</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

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| 12.00 – 13.00 | <i>Lunch break</i>                                                                                                                                                                                                                                                                                                                                                                                 |
| 13.00 – 14.10 | <p><b>CAF in practice in Europe at the local level: Austrian experience &amp; case study from Germany</b></p> <ul style="list-style-type: none"> <li>• Thomas Prorok, Managing Director of KDZ Austria (online)</li> <li>• Mr Ludwig Beck, Chief Administrative Officer, City of Starnberg, Germany</li> </ul> <p><i>(Moderated by ReSPA)</i></p>                                                  |
| 14.10 – 14.40 | <p><b>MEG3/UNDP project, implementation of CAF in local self-governments in Bosnia and Herzegovina</b></p> <ul style="list-style-type: none"> <li>• Goran Štefatić, MEG Project Manager, UNDP BIH</li> </ul> <p><i>(Moderated by ReSPA)</i></p>                                                                                                                                                    |
| 14.40 – 15.20 | <p><b>Cases of good practice in LGS's in organisations in Bosnia and Herzegovina and the Western Balkans</b></p> <p>Participants:</p> <ul style="list-style-type: none"> <li>• 4 representatives from Units of local self-government</li> <li>• 2 representatives from Cities and Municipalities</li> </ul> <p><b>Panel discussion with Q&amp;A</b><br/><i>(Moderated by Mr Kenan Avdagić)</i></p> |
| 15.20-15.30   | <p><b>CAF Label award ceremony for BiH beneficiaries</b></p> <ul style="list-style-type: none"> <li>• City of Bosanska Krupa</li> <li>• City of Gradiška</li> <li>• Municipality of Sr bac <b>(TBC)</b></li> <li>• Legislative Office of the Council of Ministers of Bosnia and Herzegovina <b>(TBC)</b></li> </ul> <p><i>(Moderated by ReSPA)</i></p>                                             |
| 15.30         | <b>End of conference</b>                                                                                                                                                                                                                                                                                                                                                                           |