

# Lee, Urmet (Estonia)

[Original: English]

## Statement of qualifications

### Education

- 09/2011-08/2013: Hertie School of Governance, Berlin; Executive Master of Public Administration; Thesis topic: "Outlook for EU Supreme Audit Institutions: Performance Management; Effectiveness for Accountability Enforcement in Fiscal Governance".
- 01/2000-05/2000: University of Helsinki; Visiting student at the Department of Politology.
- 1993-1997: University of Tartu; Faculty of Social Sciences, Department of Public Administration; *baccalaureus artium* on public administration, subfield politology; including studies at the University of Aarhus, Denmark (1995/1996).
- 1990-1993: Tartu Secondary School No 5; graduating with silver medal.

### Work experience

#### *Current positions*

- 10/2017-present: National Audit Office of Estonia (NAOE); Director: Main duties: heading services and development department (20 persons). My responsibilities cover strategic planning, budgeting, legal services, personnel, data management, ICT, planning and implementing development projects of NAOE, providing support for audit departments in regard to methodology and standards, arranging engagement of external experts, planning and executing the public relations of NAOE and planning and executing the foreign relations of NAOE. Also acting as an expert of NAOE peer-review team. Ongoing in 2019 is peer-review of the European Court of Auditors (I'm member of a team consisting experts from Danish, Dutch and US supreme audit institutions). In 2018 I was a member of NAOE peer-review team evaluating activities of the Kazakhstan supreme audit institution.
- 11/2015-present: Member of the International Criminal Court Committee on Budget and Finance. For 2019 sessions elected as vice-chair. For 2018 sessions elected as rapporteur.
- 11/2017-present: Member of the Permanent Court of Arbitration Financial Committee.
- 08/2015-present: Substitute representative of NAOE at the Political Parties Financing Surveillance Committee (PPFSC); Main duties: The Committee is monitoring the fulfillment of financial reporting obligations of political parties in Estonia. The main task of the Committee is to prevent the parties to collect and use financing from illegal sources.
- 05/2018-present: Member of the academic advisory boards of public administration and technology governance bachelor's and master's programmes of the Ragnar Nurkse Institute in TalTech; Main duties are to advise the faculty on developing the curriculum for the bachelor's and master's programmes of the institute.

#### *Past assignments*

- 01/2015-02/2019: Member of Estonian Statistical Council: Main duties were to advise a producer of official statistics (e.g. National Statistics; Office and Bank of Estonia) on the compilation of the official statistical programme.

03/2016-10/2017: National Audit Office of Estonia (NAOE): Director of Development; Main duties: heading of development department (11 persons), planning and implementing development projects of NAOE, providing support for audit departments in regard to methodology and standards, arranging engagement of external experts, planning and executing the public relations of NAOE and planning and executing the foreign relations of NAOE.

08/2014-02/2016: National Audit Office of Estonia: Advisor to Auditor General; Main duties: strategic advising about institutional matters as well as about audit related topics, preparing NAOE annual audit plan; preparation of NAOE annual report to the parliament; international relations.

09/2006-08/2014: National Audit Office of Estonia: Audit Manager, Performance Audit Department; Main duties: Plan and conduct performance audits on the fields of public finance and economic policy. Manage relations with Members of the Parliament (Riigikogu) as well as with the auditees and general public. Plan the professional development of auditors of my audit team. Contribute to the methodology development in NAOE and provide internal trainings.

*Selection of audits managed by me:*

- 2014: "Impact of innovation support measures on competitiveness of companies";
- 2011: "Organisation of the assessment of the impact of legal acts";
- 2010: "Impact of state's enterprise support on the competitiveness of the Estonian economy";
- 2009: "Activities of the Tax and Customs Board in processing and collecting tax arrears";
- 2008: "Activities of the Ministry of Finance in developing budgeting principles";
- 2007: "Relevance of Official Statistics and Efficiency of Data Collection"

*Retrospective - Academic*

- 12/1999: Estonian Public Administration Institute, course: "Ethics of Civil Service": lecturer.
- 1998: University of Tartu: Faculty of Social Sciences, Department of Public Administration; Assisting following courses "Public Administration" and "Ethics".

*Retrospective - Non-Governmental Sector*

09/2004-06/2006: PRAXIS Centre for Policy Studies: Executive Director; Main duties: I was responsible for running the largest and oldest independent think-tank in Estonia. It involved strategic planning of organisation development; plan the fund- raising, managing the relations with funders, academia, politicians and government officials. Putting together the annual research plan, set-up the quality control systems for policy analyses and studies. Manage human recourse and accounting.

*Retrospective - Civil Service*

07/2003-09/2004: Ministry of Social Affairs: Development Advisor (operational planning, operational ICT development, general PA matters); Main duties: My responsibility was to design and implement new work planning system for the ministry. Also commission an IT system to support that planning procedures. I advised the minister and administrative head of the ministry in work planning and efficiency improvement, liasoned with financial department on the matters of budget planning.

06/2000-03/2003: Citizenship and Migration Board: Deputy General Director (citizenship matters and ID-card policy); Main duties: Main task was to manage the issuance of Estonian passports, organise international procurements of security documents, manage international relations and prepare the agency for issuing the new electronic identity cards EST-ID (major IT development project which created an infrastructure used for nationwide e-services like digital signature and e-elections). I also was responsible for managing the network of local offices (17 with 180 civil servants) of the Board.

### **Languages**

Estonian: native.

English: fluent.

Russian: satisfactory.

French: beginner, level A.1.1.

### **Interests**

Photography, astronomy, policy analyses.