

Statement of qualifications

Mr. Lemmik is an expert of recognized standing and experience at the international level. The enclosed curriculum vitae of Mr. Lemmik demonstrates his expertise and experience in public administration, budgeting and audit at national and intergovernmental level. He has been a member of the Committee on Budget and Finance from September 2006, elected by the Bureau after the resignation of Ms Inna Steinbuka of Latvia. Mr. Lemmik is currently Director of Audit at the Estonian State Audit Office, having previously held the position of Deputy Director of the State Budget Department in the Estonian Ministry of Finance. Mr. Lemmik is an Estonian national and speaks fluent English.

Languages

First language: Estonian

	English	Other languages		
		Finnish	Russian	French
Oral expression	Excellent	Good	Good	Elementary
Written expression	Excellent	Good	Satisfactory	Elementary
Oral comprehension	Excellent	Excellent	Good	Elementary
Written comprehension	Excellent	Excellent	Good	Elementary

Work experience

September 2006 -

Committee on Budget and Finance of the Assembly of States Parties to the Rome Statute of the International Criminal Court.

January 2005 -

Estonian State Audit Office (11a Narva mnt, 15013 Tallinn)

Positions: Oct. 2006 – Director of Audit

My responsibility is to manage Audit Department I, which audits Ministry of Finance, Ministry of Foreign Affairs and their subordinate entities, and constitutional institutions (Office of the President, Office of the Chancellor of Justice, Office of the Parliament, Supreme Court, Bank of Estonia), doing both financial audits and performance audits. I am also responsible for organizing auditing of whole of government accounts.

Jan. - Sept. 2006 Audit Manager.

My responsibility was to conduct performance audits in the Ministries of Justice, Interior and Defence.

Jan. - Dec. 2005 Senior Auditor.

I was part of the team doing performance audits in the Ministries of Justice, Interior and Defence.

October-December 2004

On paternal leave with daughter Mette born on 8 Oct. 2003.

January 2002-September 2004

Estonian Ministry of Finance (1 Suur-Ameerika Str, 15006 Tallinn).

Position: State Budget Department, Deputy Director.

My responsibilities included developing strategic planning system of the central government, and linking it with budgeting. My team drafted Strategic Planning Decree, the purpose of which was to integrate strategic planning, budgeting and reporting processes, and establish a framework for development of performance measures for all ministries. I also was involved in training curriculum development and implementation for all ministries and agencies in regard to that reform.

I was also responsible for developing public sector pay policy with the objective to make it more tailored to individual organization's needs, and statistics with the objective to make pay comparisons between public organizations possible and meaningful. I was part of the team drafting a new pay arrangement for the general civil service in the new Civil Service Law, and integrating it with other civil service sub-systems. As representation of the Ministry of Finance (MOF), in the government delegation led by the Minister of Social Affairs, I regularly participated in pay negotiations with central trade unions.

I also coordinated the development of public service standards for all government institutions. The MOF advised government institutions methodologically (according to Methodological Guidelines drafted by the MOF) in their drafting of Service Charters, re-engineering their service delivery processes, reorganizing the customer interface and service provision channels (e-government solutions, if possible and relevant), and how to integrate the customer-oriented approach to strategic management of organization via introduction of management models, such as Balanced Scorecard and Common Assessment Framework.

My team also launched Pilot Public Sector Quality Award, based on the Common Assessment Framework (CAF) model. Team leader I also was part of the European Union Improving Public Services Group as the Estonian representative and part of the 3rd Quality Conference for Public Administrations in European Union support team (www.3qconference.org).

Together with the State Chancellery, my team prepared a European Union Structural Funds measure "Enhancing Administrative Capacity" – a unique measure funded from the European Social Fund for civil service training.

November 2001-December 2001

Estonian State Chancellery

(Stenbock House, 3 Rahukohtu Str, 15161 Tallinn)

Position : Office of Public Administration (OPA), Acting Director

My responsibility was to manage the work of the OPA with the main task to prepare and coordinate the implementation of the Government Public Administration Reform Programme (www.riigikantselei.ee/doc.php?834). One of the strategic strands of reform developed in cooperation with the OPA and MOF was citizen-oriented public administration. We proposed service standards to

major public services, customer consultation mechanisms, development of performance standards to back up effective service delivery, and one-stop-shops together with e-public service provision.

November 1999 - October 2001

Estonian State Chancellery

Position: Office of Public Administration (OPA), Counsellor

My responsibilities were to prepare the Government Public Administration Reform Programme and coordinate its implementation, arrange bi-weekly meetings of the Director of the OPA with Prime Minister to discuss the reform strategies and tasks, communicate with main partners (Ministries of Finance, Justice and Interior) the Reform Programme and supervise its implementation by them. As part of the team, I served the Government Public Administration Reform Committee, consisting of key ministers to discuss and propose major decisions to the Cabinet.

I also was the project manager for the British Government (DFID) funded programme “Improving Public Sector Performance in Estonia, Latvia and Lithuania” (IPSPELL), in which the main partners in Estonia were Bannock Consulting and the British Council, and coordinated the Finnish bilateral assistance to the Electronic Records Management programme, assisted by the Finnish Ministry of Finance.

I also was part of the interministerial working group developing the Citizens’ Portal (www.eesti.ee), a webpage with the aim to describe most common life situations in which a citizen would need to get into contact with public agencies, and advise a citizen to apply for a corresponding public service. That included an extensive surveying of citizens’ needs and preferences about getting the service.

September 1999 - December 1999

Estonian Public Health and Training Centre.

Position: Project Manager.

My responsibility was to develop a plan to reorganize the work of Expert Committees granting disabilities. Both service delivery process and back-office processes had to be reorganized to provide faster processing of documents and more equitable decision-making.

October 1997 - August 1998

Estonian Institute of Public Administration.

Position: Programme Manager.

My main responsibility was to reorganize and compile study materials for a comprehensive Competency Programme for Higher Civil Servants. The modules included were Law, Economics, Public Policy, IT in Public Administration and Management. I also taught modules of courses on information society and was part of the Institute’s strategic planning working group. As a result of the latter exercise, we developed a new customer service strategy, which included establishing feedback mechanisms through surveys, and performance indicators for all units, surveying and analysing of training needs of our customer organizations.

Education and Training

MA, Political Science, Central European University 1999

-Programme includes political economy, international political economy, welfare economics, social theory.

-MA thesis "Public Administration Reforms in Estonia 1991-98: An Institutional Perspective". Received Estonian Academy of Science Best Student Thesis Award in 1999.

BA, Public Administration, Tartu University 1997

-Includes public economics, financial accounting, philosophy, management, social theory.

Other training

Special courses on training of trainers, general management, strategic management, human resource management, performance management, activity-based costing, financial auditing.

- Three-day study visit to United Kingdom to study their budgeting processes, spending reviews and public service provision and customer service practices, London, 2003.
- One-week course on Strategic Planning in the Public Sector, Irish Institute of Public Administration, Dublin, 2003.
- Two-week course on Public Expenditure Management in Vienna, Austria, 2002.
- One-week study trip to France, Lyon and Paris, to study the organization of regional and federal public administration of France (Lyon Institute of Public Administration), 2002.
- Three-month Rotary Club stipend for working on improving customer service interface in the City of Duluth, Minnesota, USA, 2001.
- Two-week individual study trip to Denmark and Sweden (funded by the Nordic Council of Ministries) to study public administration reforms, performance management and public services provision arrangements. In Denmark, I studied quality management aspects of public services provision and citizens' participation in improving the service capacity. In Sweden, I studied the Government Programme "Public Administration in the service of the people" with particular emphasis on customer service improvement practices and service declarations; Copenhagen and Stockholm, 2000.

Selection of public sector consultancy and training assignments and conference presentations

2005

Consultancy

- City of Tallinn. "Analysis of the Government Planning and Budgeting System and Its Relationship with the City of Tallinn Planning Documents."

2003-2005

Training assignments

- Centre for Civil Service Training and Development, Introductory training for new civil servants on Budgeting, Policy Planning, and Performance Management.

- Centre for Civil Service Training and Development, Training for civil servants on strategic planning and budgeting.

2004

Conference presentations

- Civil Service Conference (5-6 Oct. 2006, Tartu, Estonia), conducted workshop on „Auditor – A Helping Hand or Upsetter?”
- Civil Service Conference (30 Sept. – 1 Oct. 2004, Tartu, Estonia), “Strategic Planning System in Estonia.”
- Local Government Conference (4 Oct. 2004, Tartu, Estonia), “Strategic Planning System And Local Government.”