

Lemmik, Juhani (Estonia)

[Original: English]

Statement of qualifications

Education

Institution, Date from - date to, Degree (s) or Diploma (s) obtained:

Central European University, 1998-1999,

MA in Political Science (Specialisation in Political Economy).

Tartu University, 1993-1997,

BA in Public Administration (Specialisation in Public Economics).

Language skills

Language reading speaking writing¹

Language	reading	speaking	writing ¹
Estonian			
English	1	1	1
Russian	2	2	3
Finnish	1	2	2
French	5	5	5

Membership of professional bodies

Founding member of the Association of the Estonian Public Administration Students.

Member of the Committee on Budget and Finance of the International Criminal Court (since 2006).

Professional experience

Position of Key Training Expert, employed by Human Dynamics (work performed in the Croatian Ministry of Finance), in Croatia (July 2009- Nov 2010)

Within the framework of the project “Improving Budget Processes”, conducting training needs assessment, developing training programmes and study materials, and delivering training to the Ministry of Finance and line ministries staff. Co-author and editor of the Guidebook to Budget and Planning Processes and author of the Monitoring and Reporting Guidelines.

Director of Audit, National Audit Office of Estonia, Estonia (Oct 2006- Dec 2008)

Managed Audit Department I auditing Ministry of Finance, Ministry of Foreign Affairs, State Chancellery and their subordinate entities, and constitutional institutions (Office of the President, Chancellor of Justice, Chancellery of the Parliament, Supreme Court, Bank of Estonia), doing both financial audits and performance audits. Responsible for organising auditing of the Whole of Government Accounts, and issuing EU Trend Report, which is an analytical summary of all audit findings, evaluation and monitoring reports concerning the use of EU money in Estonia for a given period (e.g. 2004-2006 Financial Perspective).

¹ Competence indicated on a scale of 1 to 5 (1 - excellent, 5 - basic).

Audit Manager, National Audit Office of Estonia (Jan 2006-Sept 2006)

Senior Auditor, National Audit Office of Estonia (Jan 2005 –Dec 2005)

Conducted, and later managed small teams, who did performance audits in the Ministries of Justice, Interior and Defence. Audited “value for money” aspect of government spending (criteria of efficiency and effectiveness). Responsible for making reform proposals for performance improvement to relevant ministers (in terms of legislation, organisation of government, strategies, financing, etc). Member of the in-house team responsible for supervision of the use of EU funds in Estonia.

State Budget Department, Deputy Director, Estonian Ministry of Finance, Estonia (Jan 2002-Sept 2004)

Developed the strategic planning system of the central government, and linked it with budgeting. Team Leader of experts who drafted Strategic Planning Decree. Developed medium-term expenditure framework, integrated strategic planning, budgeting and reporting processes, and established a framework for development of performance measures for all ministries. Developed a Strategic Planning Manual in cooperation with international experts.

Developed and implemented training curricula for all ministries and agencies with regard to the reform. Co-ordinated development of public service standards for all government institutions. Advised government institutions methodologically (according to methodological guidelines drafted by the MOF) in their drafting of Service Charters, re-engineering their service delivery processes, reorganising the customer interface and service provision channels, introducing e-government solutions and how to integrate the customer-oriented approach to strategic management of organisation via introduction of management models, such as Balanced Scorecard and Common Assessment Framework.

Developed public sector pay policy and statistics to make pay comparisons possible. Team Leader of experts who drafted a new pay arrangement for the general civil service in the new Civil Service Law. Represented Ministry of Finance in pay negotiations with central trade unions.

Local Project Manager for the DFID-funded “IPSPELL project”.

Acting Director, Office of Public Administration (OPA), Estonian State Chancellery, Estonia (Nov -Dec 2001)

Managed the work of the OPA with the main task to prepare and co-ordinate the implementation of Government Public Administration Reform Programme. Supervised performance-oriented budgeting reforms, local government reform, functional review of county governments, delegation of public functions onto lower levels of government, developed service standards for major public services, customer consultation mechanisms, performance standards to back up effective service delivery, introduced one-stop-shops and e-public service provision.

Counsellor, Office of Public Administration, Estonian State Chancellery, Estonia (Nov 1999 - Oct 2001)

Prepared the Government Public Administration Reform Programme and co-ordinated its implementation. Arranged bi-weekly meetings of the Director of the OPA with the Prime Minister to discuss the reform strategies and tasks. Communicated with main partners (Ministries of Finance, Justice and Interior) the reform programme and supervised their progress in its implementation. Supported the Government Public Administration Reform Committee, consisting of key ministers, in discussing and proposing major decisions to the Cabinet. Member of the inter-ministerial working group that developed the Citizens’ Portal (www.eesti.ee), a webpage that surveys citizens’ needs and preferences about particular public services, registers customer complaints and feedback, and provides information to citizens on public services.

Co-ordinated DFID-funded “IPSPELL project” and Finnish bilateral assistance.

Programme Manager, Estonian Institute of Public Administration, Estonia (Oct 1997 – Aug 1998)

Reorganised and compiled training materials for a comprehensive Competency Programme for Higher Civil Servants. Modules included Law, Economics, Public Policy, IT in Public Administration and Management. Taught modules on information society and was part of the Institute's strategic planning working group.

Development of 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 client organisations (public organisations that were purchasing training from the Institute).

Professional Assignments

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| Since autumn 2006 | Member of the Committee on Budget and Finance of the International Criminal Court. |
| April- November 2007 | Member of the Ministry of Finance Budget Reform Task Force. |
| October-December 2006 | Member of the Ministry of Finance State Owned Real Estate Management Reform Task Force. |
| 2002-2004 | Member of the Government Delegation (representing the Ministry of Finance) negotiating public sector pay and work conditions with the national trade unions. |
| 2001-2003 | Member of the Advisory Board of the Estonian Institute of Public Administration. |
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