

Juhani Lemmik

Public Governance Expert with over 20 years of reform and public sector innovation experience from my home country Estonia, as well as the Western Balkans, European Union Partnership Countries

Recent project work (Kimmel Consulting)

1. Armenia: Assessment of Service Delivery (Sept – Dec 2018)
2. Serbia: Assessment of Service Delivery in and (Jan-Apr 2019)
3. Kosovo: Assessment of Service Delivery in and (Jan-Apr 2019)
4. Serbia: Preparation of Methodology for Developing Service Delivery Continuity Plans, OECD/SIGMA (Aug-Oct 2020)
5. Georgia: Support to Costing of Public Services project for the UNDP (Jan-May 2020)
6. Estonia: Preparation of a case study on 'Top Civil Service Development Programme' under the study 'Progress Assessment of the ESF Support to Public Administration Development', European Commission
7. Estonia: Contribution to the EUPACK3 on overview of public administration (country brief), EU Commission (March-May 2020)
8. Serbia: Preparation of technical co-operation 'PAR to EU accession' project for GIZ
9. Jordan: Preparation of the European Union programming documents in the area of Integrity and Accountability Programme, 2019-2020
10. Moldova: Transparency and Accountability Senior Expert (short-term), EU funded project 'Support to the Public Administration Reform Process in Moldova' (June 2019-July 2020)
11. Armenia: Adviser to the preparation of the Service Delivery component of the Public Administration Reform Strategy, EU technical assistance project 'Development and Strategic Studies' (
12. Serbia: Presentation at a conference in Belgrade 'Better services for citizens and businesses in the era of digitalization', 22 March 2019
13. Estonia: organised an international conference for the Estonian Ministry of Finance on Intergovernmental relations:
14. Regional School of Public Administration (Montenegro): advised them on the Western Balkans Regional Service Delivery study (Aug-Sept 2018)

15. Regional School of Public Administration (Montenegro): assessor in the Western Balkans PA Quality Award 2020 campaign (Sept-Oct 2020)

List of OECD/SIGMA Projects (for publications see: <http://www.sigmaweb.org/publications/>)

Project Manager

16. Albania: Assistance to Implementation of the Law on the Right to Information (June 2015 - April 16)

17. North Macedonia: Preparation of the PAR Strategy 2016-

18. Turkey: Enhanced capacity of the Ombudsman Institution in Good Governance area (April – June 2018)

19. Montenegro: Development of competency framework for senior public servants (June 2015 – Dec 2016)

20. Montenegro: Reorganisation of state administration I (June 2015 – Dec 2016)

21. Montenegro: Reorganisation of state administration II (Jan 2017 – June 2018)

22. Kosovo: Support to improve the training system of civil servants

23. Multi-Country: Paper on Senior civil service: Relevance of the EU Member Countries' experience to the EU Enlargement countries (June 2017 – March 2018)

24. Georgia: Support to the development of monitoring and reporting system of PAR (June 2015 – Nov 2016)

25. Georgia: Developing Policy-making system (June 2015- April 2016)

26. Jordan: Assessment of service delivery against SIGMA Principles of Public Administration Nov 2016 - Oct 2017

27. OECD/SIGMA: Review and adjustment of SIGMA Principles of Public Administration for European Neighbourhood Policy countries in the areas of service delivery and accountability

28. OECD/SIGMA: Development of indicators accompanying SIGMA Principles of Public Administration for IPA and ENP countries in the area of service delivery

Expert Contributions for OECD/SIGMA during my tenure

29. Jordan: Assessment of 10 digitalised services Dec 2017 – June 2018

30. Albania: Methodological Support for restructuring of government agencies Sept 2017- March 18

31. Multi-Country: Paper on Senior Civil Service (March - June 2018)

- 32. Moldova: Assessment of Service Delivery (Aug - Dec 2015)
- 33. Albania: Assessment of Service Delivery (May – Oct 2017)
- 34. Kosovo: Assessment of Service Delivery (Dec 2015 – Apr 2016)
- 35. North Macedonia: Assessment of Service Delivery (2016)
- 36. North Macedonia: Assessment of Service Delivery (2017)
- 37. Ukraine: Assessment of Service Delivery (2018)
- 38. Montenegro: Assessment of Accountability (2016),
- 39. Kosovo: Assessment of Accountability (May – Oct 2017)
- 40. North Macedonia: Assessment of Accountability (2017)

Former project work

- 41. Serbia: Assessment of public expenditure management (2013), OECD/SIGMA
- 42. Kosovo: Contribution to the preparation of the 'Public Administration Reform Strategy 2014-2017', OECD/SIGMA.
- 43. Croatia: Key Training Expert in the EU funded project 'Improving Budget Processes', 2009-2010 (with Human Dynamics)