

PERSONAL INFORMATION

Juhani Lemmik



 Tallinn, Estonia

 www.linkedin.com/juhanile

 www.kimmelconsulting.eu

WORK EXPERIENCE

July 2018 -

Freelance Expert, Kimmel Consulting OÜ

Providing expert advice and hands-on research and consultancy services in the areas of public governance reforms in general and service delivery and digital government transformation more specifically.

Major works:

- Preparation of Methodology for Developing Service Delivery Continuity Plans, OECD/SIGMA, Serbia
- Preparation of country brief on Estonia for EUPACK3, the European Commission
- Support to 'Costing of Public Services' project for UNDP, Georgia
- Preparation of a case study on 'Top Civil Service Development Programme' under the study 'Progress Assessment of the ESF Support to Public Administration Development'
- Preparation of technical co-operation 'PAR to EU accession' project for GIZ, Serbia
- Preparation of the European Union Programming documents in the area of Integrity and Accountability Programme, Jordan
- Transparency and Accountability Senior Expert (short-term), EU funded project 'Support to the Public Administration Reform Process in Moldova';
- Advisor to the preparation of the Service Delivery component of the Public Administration Reform Strategy in Armenia;
- Presentation at a conference in Belgrade, Serbia, 'Better services for citizens and businesses in the era of digitalization', 22 March 2019;
- Conducting Service Delivery assessment in Armenia for the OECD/SIGMA;
- Conducting Service Delivery assessment in Serbia for the OECD/SIGMA;
- Conducting Service Delivery assessment in Kosovo for the OECD/SIGMA;
- Organised an international conference for the Estonian Ministry of Finance on Intergovernmental Relations: www.kovkonverents.ee;
- Advised the Regional School of Public Administration (Montenegro) on the Western Balkan Regional Service Delivery study.

June 2015 – June 2018

Senior Policy Adviser

Support for Improvement in Governance and Management (SIGMA, an EU funded programme), Organisation for Economic Co-operation and Development (OECD)

- Managed 11 projects as project manager in the areas of Service Delivery and Accountability, one of them related to providing advice on costing of public administrative services;
- Led the development of service delivery (including digital service delivery) area in SIGMA: analysed international and regional trends and good practices, developed methodology for assessment against SIGMA Principles of Public Administration, developed the Principles in the area of service delivery for European Neighbourhood Policy countries; identified needs in partnering countries and corresponding project opportunities; represented SIGMA at international occasions and co-operation forums;
- Conducted seven assessments in the areas of Service Delivery and Accountability in the Western Balkans and the European Neighbourhood Policy countries.

Feb 2011 – May 2015

Governance Adviser

Government Office of the Republic of Estonia (www.riigikantselei.ee)

- Managed preparation of The Impact Assessment Guidelines for ministries and The Code of Public Engagement, both enacted by the Cabinet of Ministers (in 2012 and 2012 respectively);
- Manages Fund for Wise Decisions to fund RIA and policy studies on behalf of ministries;
- Responsible for preparation of European Social Fund measure (2014-2020) 'Enhancing Public Policy-Making Capacity';
- Programme Manager for ESF funded programme (2007-2013) 'Improving Long-Term Planning System of the Government';
- Part of the job is to design training programmes for policymakers who implement the Guidelines and the Code, develop and manage networks of those working with those instruments, and deliver short-term training;
- Responsible for the Open Government Partnership in Estonia, including preparation and monitoring of implementation of the Action Plan 2014-2016;
- Country Project Manager for trilateral (OECD, Finland, Estonia) analysis on Integrated Governance Review of Estonia and Finland on Centre of Government Functioning;
- Representative of Estonia in the Bureau of the OECD Public Governance Committee.

July 2009 – Nov 2010

Key Training Expert (Croatia)

Human Dynamics (Main Beneficiary the Croatian Ministry of Finance), Austria

- Within the framework of the EU funded project 'Improving Budget Processes', conducted Training Needs Assessment, developed training programmes and study materials in the areas of budget management, performance management and general management and policy management.
- Delivered budget and performance management related training to the MOF and 4 line ministries;
- Proposed changes to the design of the Treasury organisation structure and reviewed job descriptions; provided views on staff development and improvement of internal communication;
- Co-authored and edited the Guidebook to Budgeting and Planning, authored the Paper on Monitoring and Reporting Guidelines.

Oct 2006 – Dec 2008

Director of Audit

National Audit Office of the Republic of Estonia (www.riigikontroll.ee)

- Managed Audit Department I, responsible for performance audits and financial audits in the Ministry of Finance, Ministry of Foreign Affairs, Government Office and constitutional institutions (such as the Office of the President, Chancellery of the Parliament, Supreme Court, National Bank);
- Responsible for organising the audit of the Whole of Government Accounts

Jan 2006 – Sept 2006

Jan 2005 – Dec 2005

Audit Manager, Senior Auditor

National Audit Office of the Republic of Estonia (www.riigikontroll.ee)

- Was part of, and later managed, small audit teams who conducted performance audits in the in the policy areas related to the Ministries of Justice, Defence, and the Interior;

Jan 2002 – Sept 2004

Deputy Director, State Budget DepartmentMinistry of Finance of the Republic of Estonia (www.fin.ee)

- Responsible for public management development;
- Developed strategic planning system of the government, including preparation of the Government Decree on Strategic Planning;
- Guided the development of performance measures for all ministries;
- Developed Strategic Planning Guidebook for all ministries use; linked strategic planning to costing.
- Based on training needs analysis, developed and implemented training curricula for all ministries and agencies in regard to the strategic management reform;
- Prepared and delivered training to senior managers at the level of Secretaries General and the Deputy Secretaries General, middle-level managers, and heads of development units;
- Helped the Estonian Institute of Public Administration to develop strategic planning course and participated in its implementation;
- Provided policy advice on the development of civil service salary system;
- Managed the State Registry for Public Institutions;
- Managed collection of salary information from all government organisations;
- Co-ordinated development of service standards for all government institutions and managed the advice to government institutions in their drafting of Service Charters; introduced activity-based costing of services on the pilot basis.
- Country Manager for the UK DFID funded project 'Improving Public Sector Performance in Estonia, Latvia and Lithuania' (IPSPELL).

Nov 2001 – Dec 2001

Acting Director, Office of Public AdministrationGovernment Office of the Republic of Estonia (www.riigikantselei.ee)

- Managed the work of the Office with the main task to co-ordinate the implementation of the Government Public Administration Reform Programme and its Action Plans; supervised that the Action Plans were adequately costed and funded;
- Supervised civil service and performance-oriented budgeting reforms, and reorganisation of functions between the ministries and their subordinate agencies.
- Participated in inter-ministerial working group which developed a concept paper on Principles of Civil Service which became the basis for Civil Service Law;

Nov 1999 – Oct 2001

Adviser, Office of Public AdministrationGovernment Office of the Republic of Estonia (www.riigikantselei.ee)

- Participated in preparation of the Government Public Administration Reform Programme and co-ordinated its implementation;
- Helped the involved government agencies to develop Action Plans for implementation of the Programme;
- Prepared and participated at the bi-weekly meetings of the Director of the Office with the Prime Minister to discuss the reform strategies, tasks and progress;
- Communicated with main partners (Ministries of Finance, Justice and the Interior, and county governors) implementation issues and supervised their progress;
- Supported the Government Public Administration Reform Committee, consisting of key ministers, in discussing and proposing major decisions to the Cabinet;
- Participated in the development of the Strategy for Civil Service Training to implement the reforms;
- Country Manager for the UK DFID IPSPELL project (see above).

Sept 1999 – Dec 1999

Project Manager

Estonian Public Health and Training Centre (reorganised)

- Helped to reorganise the work of Expert Committees granting disabilities;
- Developed a plan to re-organise service delivery processes and back-office functions in order to provide faster processing of documents and more equitable decision-making.

Oct 1997 – Aug 1998

Programme Manager

Estonian Institute of Public Administration (reorganised in 2009)

- Organised and compiled training materials for a comprehensive Competencies Development Programme for Higher Civil Servants (260 academic hours). Training 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;
- Contributed to the development a new customer service strategy of the Institute, which included establishing feedback mechanisms through surveys, performance indicators for all units, surveying and analysing training needs of client organisations.

EDUCATION AND TRAINING

2020-

MSc in e-Governance Technologies and Services

Tallinn University of Technology (Estonia)

1998-1999

MA in Political Science

Central European University (Hungary)

- Title of the MA Thesis "Administrative organisations in Estonia 1991-1999: Institutional Perspective"

1993-1997

BA in Public Administration

Tartu University (Estonia)

- Title of the MA Thesis "Health Care Financing in Estonia: Theory and Practice"

Numerous training courses in Estonia and abroad (to name the most relevant ones: 5-day course on Impact Assessment (Royal Institute of Public Administration, London, 2012); 5-day Training of Trainers course, 5-day Training of Training Managers course (Irish Institute of Public Administration, Dublin, 1998); numerous conferences and seminars on RIA and public policy making, analysis skills trainings.

PERSONAL SKILLS

Mother tongue(s)

Estonian

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
Finnish	C1	C1	B2	B2	B1
French	B2	B2	B2	B1	B1
Russian	B1	B1	B1	B1	B1
Croatian	A2	A2	A1	A1	A1

Communication skills

- Excellent communication skills, ability to work in multicultural environments and with people in senior positions (including Members of the Parliament and Cabinet)

Organisational / managerial skills

- Good managerial skills gained as Project/Programme Manager, middle-level manager and senior manager in several public organisations, but also an ability to work in a team. Strong sense of performance and attainment of objectives, ability to prioritise, work under time pressure and against deadlines.

Job-related skills

- Proven ability to conceptualise, organise, implement and manage complex projects and change;
- Extensive practical experience in identifying, evaluating, motivating and coordinating teams of national and international experts, preparation of Terms of Reference, work plans and progress reports;
- Hands-on experience in preparing and reviewing legal acts, internal instructions, and producing guidelines and manuals;
- Extensive practical experience in designing capacity enhancement measures, such as financial instruments to support implementation of administrative reforms.
- Proven ability to design and implement training assignments for civil servants.

Computer skills

- Good command of Microsoft Office™ tools, good knowledge of developing information systems and interactive webpages.

ADDITIONAL INFORMATION

Professional Assignments

- OECD SIGMA Programme, Policy Coordination Assessment of Albania, February 2014.
- OECD SIGMA Programme, Public Expenditure Management Assessment of Serbia, 2013 February.
- April- November 2007, member of the Ministry of Finance Budget Reform Task Force.
- Oct-December 2006, member of the Ministry of Finance State Owned Real Estate Management Reform Task Force.
- City of Tallinn. "Analysis of the Government Planning and Budgeting System and Its Relationship with the City of Tallinn Planning Documents.", consultant, 2005.
- 2002-2004, member of the Government Delegation (representing the Ministry of Finance) negotiating public sector pay and work conditions with national trade unions.
- 2001-2003, member of the Advisory Board of the Estonian Institute of Public Administration.
- 2000-2001, member of the inter-ministerial working group who developed a concept paper Principles of Civil Service.
- 1998, author of Self-Study Materials for Civil Servants on topics such as Organisational Design and Structure, Information Society.

Training Assignments

- Croatian Ministry of Finance – comprehensive training programme for the Ministry of Finance and 4 pilot ministries in the areas of strategic planning and budgeting, policy-making, and performance management, 2009-2010.
- Centre for Civil Service Training and Development, Introductory training for new civil servants on Budgeting, Policy Planning, Legislative Process, and Performance Management 2004- 2011.
- Centre for Civil Service Training and Development (former Estonian Institute of Public Administration), Training for civil servants on strategic planning and budgeting, 2003-2005.