

JUHANI GROSSMANN

Government Accountability professional with twenty years' experience developing and leading global and national anti-corruption programs spanning Eastern Europe, South-East Asia, East Africa and the Andean region. Technical Areas of Expertise:

- anti-corruption and accountability (specialized agency, whole-of-government, and civil society capacity building)
- public sector management and reform (recruitment, performance management)
- state-owned enterprise and private sector integrity (bribery prevention systems, ISO 37001, good corporate governance standards, corporate criminal liability)
- transparency/access to information (legislation drafting/advocacy, administration)
- public service delivery (evaluation and monitoring, complaint handling systems)
- public education and communications campaigns (awareness, behavior change)
- usage of good governance tools to prevent extremism and radicalism (civil servant recruitment systems, ethics codes, budget monitoring)
- applied anti-corruption programming to illegal wildlife trade (financial investigations, asset recovery, corruption risk assessments, internal controls strengthening)

WORK EXPERIENCE

Basel Institute on Governance.

Basel, Switzerland

SENIOR ADVISOR, CENTRAL AND EASTERN EUROPE

FEBRUARY 2022-present

- Since the start of the full-scale invasion, lead Basel Institute's support to integrity efforts in Ukraine.
- Anti-Corruption Compliance advisory with Ministry of Infrastructure (Remediation Fund safeguarding), Agency for Restoration (ethics, procurement, internal investigations), Ukrainian Railways (strategic restructuring, corruption risk assessment capacity building, revision of administrative guidelines, etc).
- Research and policy dialogue with SOE Forests of Ukraine on corruption risks and corporate governance.
- Participation in domestic and international fora as speaker on safeguarding Ukraine's reconstruction efforts.
- Close collaboration with civil society as part of RISE Ukraine coalition.
- Diversified funding and negotiated three-year program extension.

HEAD, GREEN CORRUPTION PROGRAMME

April 2020-present

- Built [new environmental corruption program](#), applying existing technical expertise in financial investigations, asset recovery, corruption prevention and corporate governance to the environmental corruption sector.
- Grew team from three to 21 staff members and permanent field country presence from two to eight (Bolivia, Peru, Uganda, Malawi, Indonesia, Ecuador, Madagascar, Ukraine).
- Wrote 30+ highly competitive proposals, winning multi-annual core funding from Liechtenstein, grants from USAID, Elephant Crisis Fund, INL and the UK DEFRA and FCDO, resulting in tripling of revenue over two years.
- Oversaw program on investigations into criminal networks in East Africa and Latin America: mentoring by embedded advisors to enhance over 27 ongoing natural resource cases with modern investigative techniques (OSINT, financial investigations, asset recovery, etc) and development of training courses.
- Developed corruption prevention program on natural resource corruption including conceptualization, methodology, training materials and in-country implementation in six countries.
- Co-created Practitioner's Forum on Environmental Corruption with WWF, TRAFFIC and TI, with 600+ members worldwide engaging in specialized dialogue on following the money, land corruption, climate finance, etc.
- Co-developed e-learning [certificate on illegal wildlife trade](#) with Association of Certified Anti Money Laundering Specialists and WWF. Over 6500 enrollees to date.
- Authored and co-authored reports on [intersection of corruption and environmental degradation](#), [Asset Recovery](#), Corruption Risk Assessments in wildlife management agencies, [public private partnerships](#), and [public sector opinion surveys on environmental corruption](#).

- Negotiated cooperation agreements with Uganda Revenue Authority, Malawi Department of National Parks and Wildlife, Indonesia Forestry State owned enterprise, Attorney General's Offices in Peru, Bolivia and Madagascar.
- Served on Institute's Management Group, involved in strategic planning, board relations, risk management, field operations and HR management.

Management Systems International (MSI), USAID CEGAH Project

Jakarta, Indonesia

CHIEF OF PARTY/TEAM LEADER

MAY 2016-March

2020

- Constant interfacing with 17 national government agencies at Ministerial and Director General level, as well as 4 provincial governments at governor level, and 50 civil society partners;
- Devise cross-cutting integration of health care anti-corruption program, including in-depth qualitative and quantitative research, field monitoring in four provinces, capacity building at Ministry of Health Inspector General and Corruption Eradication Commission KPK;
- Leading team of 31 core staff, 18 consultants, and over 200 subgrantee/contractor personnel;
- Advised Corruption Eradication Commission (KPK) and National Standards Bureau in the implementation of the compliance and anti-bribery systems (ISO 37001), good corporate governance at private sector entities and SOEs;
- Managed the successful transition of [national complaint handling system](#) (handling 1000 complaints/day) from Presidential office to Ministry of Administrative Reforms, a complete upgrade of the IT infrastructure, staffing, international system review, regional integration, and public education campaigns.
- Comprehensive international review of Whistleblowing systems at five agencies, leading to redesign to ensure greater protection for civil servants reporting fraud and abuse;
- Built capacity of leading NGO Indonesia Corruption Watch to engage 14 new regional partners through integrated online and offline training system, networking with government, in-depth polling data, and media support;
- Start-up of program, including infrastructure, talent recruitment and technical workplan design, security protocols, budgeting and expenditure tracking, communications and outreach systems, monitoring and evaluation;
- Led rapid program pivot towards the intersection of corruption and Countering Violent Extremism (CVE), attracting additional 4 mln USD, despite significant budget cuts in overall sector;
- Received "very good" annual program performance evaluation (CPAR);
- Led proposal bid to win highly competitive procurement valued at 24.8 million USD. Included budgeting, coalition/partnership building, technical and operations staff, senior advisor recruitment, and technical writing of core proposal covering 52 required tasks as well as engagement of additional technical writers;
- Actively engaged in new business development efforts for governance programs in Armenia, Sri Lanka, Afghanistan, Ukraine, Philippines, Indonesia, and Serbia.

Management Systems International (MSI), Strengthening Integrity and Accountability Program

Jakarta, Indonesia

CHIEF OF PARTY/TEAM LEADER

MARCH 2011-May 2016

- Leading team of 25 full-time staff and 40 consultants in USAID-funded, 5-year anti-corruption effort;
- Expanded program from 3 to 5 years in duration and 7.8 to 18.8 million USD budget;
- Developed custom-made 37-course training program for Corruption Eradication Commission including financial investigations, interview techniques, search warrant execution, specialized investigations in offshore finance, construction, public procurement, and natural resources (oil and gas);
- Design and implementation of [elearning](#) program for civil service gift provision, used by 60'000 officials;
- Design and supervision of large-scale public education campaign through PSA's, [short films](#) for different target audiences. Extensive use of social media, national TV screening, and over 300 events. Total audience: 6'800 000;
- Assistance to Government on developing social media, increase of followers from 200'000 to [1.9 million](#);
- Development of policy recommendations for campaign finance reform, including expenditure and donation limits, reporting periods, public financing of parties. Led to first-ever online publication of campaign finance reports;
- Oversaw CSO advocacy efforts: criminal code reform, access to information litigation, school budget monitoring, court recording, etc.
- Oversight of 5-NGO campaign finance monitoring of 2014 parliamentary and presidential elections, including real-time tracking, in-depth analysis, and advocacy;

- Led team in conducting Anti-Corruption Assessment for Corruption Eradication Commission (KPK). Recommendations adopted into KPK's Strategic Plan, contributing to positive performance audit;
- Oversaw drafting of law on improving government internal controls (inspector generals);
- Implementation of Fraud Control System at State Audit Board, including international validation, internal piloting, leading to adoption and implementation of 1st whistleblower policy and 40% cost savings at training center;
- Design and supervision of 4 mln USD subgrant portfolio focusing on public education, court monitoring, participatory school budget examination, youth mentoring, and local campaign finance training and monitoring.

International Foundation for Electoral Systems (IFES)

Manila, Philippines

DEPUTY PROJECT DIRECTOR/ DEPUTY CHIEF OF PARTY

AUGUST 2009-MARCH 2011

- Co-authored, at request of Philippine Election Commission, assessment on its 2010 Election management;
- Design, facilitation, funding oversight, and coaching of 5-member NGO campaign finance monitoring consortium, including media ad spending, tracking on-the-ground costs, and donations during the 2010 elections, resulting in memorandum of agreement with Commission on Elections;
- Managed campaign finance advisory program for Commission on Elections, leading to adoption of resolution on establishing dedicated campaign finance unit and online publication of campaign finance reports;
- Authored 100-page analysis of public management processes of election automation;
- Led project on suffrage for detainees, including advocacy with government, registration drives, and voter education, resulting in 20,000 detainees being able to vote for the first time;
- Trained Mindanao election observation NGO *Citizens CARE* on communications and message development;
- Designed and introduced performance management systems for 1,7 million USD sub-grantee portfolio;
- Oversight over office operations, including finances, reporting, administration, and 5 staff members.
- International short-term assignments: audit advisor at Count and Results Center in Kosovo during 2010 Parliamentary Elections; expert on Ukrainian Presidential Election Law Drafting Group.

Management Systems International, Promoting Active Citizen Engagement in Combating Corruption

Kyiv, Ukraine

PROJECT DIRECTOR/ CHIEF OF PARTY

February 2007

–August 2009

- Led team of 14 staff in 3-year, 10.5 million USD civil society anti-corruption initiative funded by USAID and Millennium Challenge Corporation; received additional funding due to positive evaluation;
- Developed and implemented education campaign, including giving over 100 interviews and dozens of press conferences that led to over 1,000 news articles and an increased awareness of 4.5 million Ukrainian citizens on corruption's negative consequences as measured by polls;
- Coordinated coalition of 7 NGOs in drafting Ukraine's first access to public information law, mediated joint position on issues, and developed advocacy campaign; resulted in parliamentary adoption and enactment of law;
- Co-designed, supervised and edited over 21 surveys on corruption, focussing on conflict of interest, permit and license issuing, higher education, and the court system. The surveys were the most thorough study of corruption in Ukraine's history and served as the basis to determine the country's anti-corruption policies;
- Competitive selection and oversight of over 200 NGOs conducting advocacy and watchdog initiatives, leading to over 80 anti-corruption reforms adopted by local government (i.e. establishing civic oversight bodies, school anti-corruption education lessons, hotlines, permit issuing automation, etc);
- Planned and fielded support network for investigative reporting, including pre-publication legal advice, basic and advanced training for over 400 journalists, and direct grants.

Freedom House, Citizen Participation in Elections in Ukraine Project

Kyiv, Ukraine

PROJECT DIRECTOR/ CHIEF OF PARTY

January 2005

–February 2007

- Managed team of between 10 (regular staff) and 50 (election time), and 11 million USD budget;
- Coordinated closely with other consortium partners (National Democratic Institute, International Republican Institute) on election observation, voter education, surveys, and election law reform;
- Oversaw pilot program on training Ukrainian NGOs to monitor government in youth programs, electoral promise tracking, and pre-trial detention; expanded program coverage from 5 to 15 regions;
- Designed and implemented 2006 parliamentary elections project, including voter education, election observation, three-month regional training, nation-wide public opinion survey, and issuance of 50 grants;
- Facilitated Freedom House's engagement with Russian Government during methodological exchange on Freedom in the World report;

- Commentary on BBC, Kyiv Post, Nikkei, Frankfurter Allgemeine Zeitung, Deutsche Welle, Liberation, RFE/RL, The Globe and the Mail, etc.

SENIOR PROGRAM MANAGER

August 2004

–December 2004

- Co-managed (with NDI) two 1,000-person international election observation missions from 16 countries, including accreditation, government relations, recruitment, deployment, supervising logistics, and statement writing.

National Democratic Institute for International Affairs

Moscow, Russia

SENIOR PROGRAM ASSISTANT

JANUARY 2003 –AUGUST

2004

- Co-authored election observation manual (print run 40,000), used by 4 parties and NGOs during 2003-4 elections;
- Provided weekly analysis of program and current political environment to head office.
- Facilitated working group of leading civil society activists, pro-democracy parties and presidential candidates in developing unified approach protesting the 2003/4 elections, organizing a series of public events to broadcast stance.
- Assisted in the training of leading election observation association branch offices.
- Wrote US Congressional testimony on election violations for leading Russian Human Rights advocate.

EDUCATION

● **Executive Master of Public Management, 2010**

Hertie School of Governance, Berlin

Focus on introducing modern management approaches into development work, including: performance and strategic management, human resources, and communications. Thesis on Public Management of 2010 Philippines IT-based elections. Grade: 91%.

● **MA in International Conflict Resolution, 2003**

Landegg International University,

Switzerland

Focus on conflicts and democratization in Eastern Europe and international organizations, GPA 3.83.

● **BA (Honors) in Political Science and International Relations, 2001**

Landegg Int'l University

Thesis on the Eastern and Central European Enlargement of the European Union, GPA 3.80.

OTHER ACTIVITIES

- Founding Member of the Board of Directors of Transparency International - Ukraine (2011-2018)
- Trained Facilitator (2012) in CAP-SCAN, Scaling Up, Institutional Development Framework, and Implementing Policy Change tools.
- Reviewer of 2010 National Integrity Systems Ukraine study by Transparency International
- Reviewer of Freedom House annual democracy study "Nations in Transit" chapters on Ukraine (2005, 2006, 2007, 2008, 2009, and 2010) and Russia (2005, 2006, and 2007).
- International election observation experience in Russia (2000, 2003, 2004), Ukraine (2004, 2006, 2007), West Bank/Gaza (2005) and the Philippines (2010)

LANGUAGES: German (native) - English (fluent) - Russian (fluent) – Ukrainian (intermediate) – Bahasa Indonesia (intermediate)

CITIZENSHIPS: Germany and Finland