

# Jusu, Sahr Lahai (Sierra Leone)

[original: English]

## Curriculum vitae

### Personal data

Name: Sahr Lahai JUSU  
Gender: Male  
Nationality: Sierra Leonean  
Date of Birth: 11 May 1969  
Civil status: Married

### Profile

**Sahr LAHAI Jusu** is an astute economist and an Edward S Mason Fellow of Public Policy and Management (Harvard University, USA), with profound experience in public sector financial management. He is presently the Financial Secretary in the Ministry of Finance of the Republic of Sierra Leone, being the Government's principal adviser on economic and financial management policies. He has over 25 years of experience in economic development, starting as Planning and Development Officer in the Ministry of Planning and Economic Development (Sierra Leone) and then to the Ministry of Finance. Prior to his current appointment as Financial Secretary (Technical Head) in the Ministry of Finance (Sierra Leone), he was Director, Public Debt Management Division, for over 8 years. He currently provides oversight on the Government's budget planning, execution and implementation of programs and donor funded programmes and projects. He has served (and still serves) on several regional and international organizations technical committees that mobilize resources, review and align program of activities to the institutions' budgets. He is a World Bank International Development Association Borrower Representative for the Africa Group Constituency, comprising 22 countries.

### Educational qualifications

#### *Academic qualifications*

MPA (Harvard), MA (UN-IDEP - Senegal),  
BSc (Hon) in Economics (University of Sierra Leone)  
Edward S Mason Fellow of Public Policy and Management (Harvard)

- 2011** **Master of Public Administration (MPA)**, Harvard University, United States of America
- 2011** Awarded **Fellow of Edward S Mason Diploma in Public Policy & Management**, Harvard University, May 2011
- 1998** **Master of Arts in Economic Policy and Management** from the United Nations Institute for Economic Development and Planning (UN-IDEP), Dakar, Senegal
- 1994** **Bachelor of Science in Economics** with honours, **Fourah Bay College, University of Sierra Leone**, Freetown, Sierra Leone

#### *Professional training*

- 2012** **Certificate in Macroeconomic Management and Financial Sector Policies** organized by International Monitoring Fund (IMF) and South Africa Reserve Bank, Pretoria, March 2012
- 2010** **Certificate in International Borrowing and Debt Management**, International Law Institute, Washington DC, United States of America
- 2007** **Certificate in Investment Appraisal and Risk Analysis (2007)** at Queen's University, John Deutsch International Executive Program, Department of Economics, Kingston, Ontario, Canada
- 2005** **Certificate in External Debt Statistics (2005)** jointly organized by the World Bank, International Monetary Fund (IMF) and Joint Africa Institute in Tunis, Tunisia
- 2003** **Certificate in Financial Programming and Policies (FPP) (2003)**, the IMF Institute, Washington DC
- 2001** **Certificate in Debt Management Strategies and Techniques**, London, England

### **Summary of professional skills/expertise**

- More than 20 years of public financial management (PFM) experience in the Public Sector.
- Excellent professional skills and experiences in public sector debt management, budgeting, financial analysis and assessment review.
- Strong academic and professional background, capable of providing sound professional judgment at the appropriate time.
- Extensive experience in Medium Term Expenditure Framework (MTEF) with ability to develop multi-year plans and budgets based on Result Based Management.
- Strong negotiating skills and strong in taking decisions on risk-based investment decisions.
- Experience in working with Members of Parliament (MPs) and with Development Partners (DPs).
- Experience in using the Project Cycle Management (PCM) principles and the Logical Framework Approach for project review, analysis and evaluation.
- Strong communication and reporting skills, both internally and externally.
- Great Aptitude for dealing with figures and for good presentation, with an eye for details.
- Strong leadership and people management skills as well as being pragmatic with flexible approach to change.
- Proficient in the use of Debt Management Software packages.
- Proficient in the use of MS Window Programmes, including MS Excel Spreadsheet, MS Word, and MS PowerPoint.

### **Relevant work experience**

**April 2018 – date: Ministry of Finance, Government of Sierra Leone**

**Position:** *Financial Secretary*

*Technical and administrative head of the Ministry of Finance, Government of Sierra Leone, serving as the principal adviser to the Minister of Finance and the Government on economic, financial and fiscal policy issues as well as strengthening Public Financial Management (PFM) systems and processes in Sierra Leone. Tasks include providing technical lead in the following areas:*

- Developing the Government's fiscal policies on annual basis, covering the general government through preparation of the Fiscal Strategy Statement and National Budget documents for submission to Parliament, including the Medium-term Budgetary Framework.
- Producing macroeconomic and fiscal forecasts underlying the Fiscal Strategy Statement and National Budget.
- Preparing the National Budget (on annual basis) as well as supplementary budgets for submission to Parliament through managing and controlling the budget preparation process.

- Evaluating Government projects proposed by budgetary agencies.
- Monitoring and exercising control over the execution of the National budget and fiscal policies.
- Managing and controlling public money through the management of the Treasury Single Account, and the planning and forecasting of the Government's cash flows.
- Co-ordinating the management of external grants and loans (public debts) made to the State.
- Monitoring and managing fiscal risks for the Government, and preparing fiscal risk statements.
- Monitoring and exercising control over the financial management of public sector entities and fiduciary management of public enterprises.
- Ensuring transparency in the execution of the national budgets, the management of public money and public debts.
- Formulating fiscal policies on, and exercising control over, the acquisition, management, and disposal of financial and other assets held by public sector entities.
- Monitoring and exercising control over the management of extractive industries revenues.
- Preparing cash flow forecasts of public money in consultation with budgetary agencies in the central government, including the National Revenue Authority.

***Achievements include:***

- Upon assuming the Leadership as Financial Secretary in the Ministry of Finance four years ago, provided strong leadership in stabilising the domestic economic environment. Real GDP growth was on a downward trajectory decreasing from 6.3 percent in 2016 to 3.7 percent in 2017. Inflationary pressures were high. In addition, the fiscal situation was very challenging, with low domestic revenue collection rates amid high Government expenditures resulting in the widening of the budget deficit and the accumulation of arrears to suppliers.
- Provided leadership in implementing impressive policy reform measures, culminating to changing the economic performance narrative from low to moderate performing countries as assessed by our development partners. These measures aim to correct inherited fiscal slippages, restore macroeconomic stability, and directly finance critical programmes and projects with life-changing implications for millions of Sierra Leoneans and future generations. To this end, the Ministry pursued aggressive fiscal consolidation focusing mainly on enhancing domestic revenue mobilisation and expenditure rationalisation, greater private sector and Development Partner engagement underpinned by transparency and accountability.
- The last four years have been unique as shocks have necessitated the reprioritisation and reallocation of national budget review of reforms. Notably, barely a month into implementing the 2020 Budget, the Coronavirus Disease (COVID-19) outbreak was reported in China. However, building on the gains in public financial management made by the Government of Sierra Leone in the previous two years, the Government's economic management in 2020 was within the framework of the Quick Action Economic Response Programme (QAERP) and the 2020 Supplementary Budget supported by strong donor engagement. This resulted in a relatively stable economy despite the uncertainties posed by COVID-19 and emerging uncertainties presented by the Russian-Ukraine crisis.

**May 2001 – Mar 2018: Ministry of Finance and Economic Development, Government of Sierra Leone**

***Position:* Director, Public Debt Management Division**

*As Head of the Public Debt Management Division, I provided leadership in advising Government on borrowing policies and strategies consistent with the overall macroeconomic framework.*

In this capacity, I was the Government risk officer in which I provided leadership in:

- Managing government public debt and carried out portfolio and risk analysis.
- Preparing policy and concept papers for loan contracting and rescheduling negotiations.
- Developing appropriate debt management policies and strategies ((Debt Sustainability Analysis (DSAs), Medium Term Debt Strategy (MTDS) using the IMF/World Bank DSA & MTDS Toolkits ).
- Developing institutional capacity for debt management.

- Assessing and monitoring fiscal risks and contingent liabilities on Government budget that may materialize from state owned enterprises, commissions, other government agencies and guarantees under public-private partnership (PPPs).
- Conducting financial portfolio analysis and exercise due diligence on public investment projects of Government.
- Review underlying procurement documentation of Agreements for large contracts across Government for the consideration of both the Financial Secretary and Hon Minister of Finance and Economic Development.

### **Achievements**

During my service as head of Public Debt Management, provided technical leadership to the Ministry on public debt matters, through:

- Managed the entire Government debt portfolio for over a period of 12 years, currently estimated at Le6.0 billion. In so doing, provided leadership to restructure Government domestic financing portfolio at low cost and minimal degree of risk, using different financing scenarios; initiated and monitor timely debt service payments estimated at over Le300 billion a year.
- Supported in collaboration with the central bank (Bank of Sierra Leone) publication of the Government's treasury securities quarterly auction calendar since 2014; developed Primary Dealership guidelines for Treasury securities and introduced 2-year Treasury bills bond auction.
- Conducted Debt Sustainability Analysis from 2001 to 2012.
- Prepared the Medium-Term Debt Strategy consistent with the IMF and World Bank framework.
- Launched and published a comprehensive annual public debt portfolio analysis Report (Public Debt Management Bulletin) from 2008, incorporating feedbacks to enrich the quality of the Bulletin; this is disseminated widely to stakeholders including the public and researchers.
- Improved the Governance and Accountability Systems for debt management through the enactment of a Public Debt Management Act 2011; an action that is now replicated in other post-HIPCs.
- Facilitated the establishment of professional career path and administrative structure for debt management within the civil service.
- Ensured the Paris Club debt was successfully negotiated for Government of Sierra Leone to secure 100% debt relief.
- Developed and implemented transparent domestic debt reduction strategy to address huge domestic arrears in the immediate post-conflict era of Sierra Leone in 2003-2005.

**May 1998 – Mar 2001: Ministry of Finance and Economic Development, Government of Sierra Leone**

**Position:** *Senior Economist, Public Debt Management Division*

Responsible for:

- Conducting middle level debt management functions including portfolio and risk analysis.
- Assessing degree of concessionality of new loans.
- Drafting policy memos on loan negotiations and rescheduling arrangements;
- Supervising the preparation of monthly, quarterly and annual reports on debt management in Sierra Leone.
- Supervising the preparation of monthly, quarterly and annual debt service estimates budget and monitor/track loan disbursement records.
- Carrying out routine reconciliation of public debt profile of the Government with its creditors.

**April-December 2004, Commonwealth Secretariat (London, United Kingdom), under the Commonwealth Secretariat secondment programme**

**Position:** *HIPC Adviser, Economic Affairs Division (EAD)*

Responsibilities at the Commonwealth Secretariat, included:

- Assisted the Director and Deputy Director to provide policy advice to the Chairman, Commonwealth HIPC Ministerial Forum (CHMF).
- Assisted to maintain a close contact with regional and international organisations, bilateral partners and civil society through the Commonwealth Foundation to implement the mandates of the CHMF Chair.
- Drafted Background papers, Statements and Speeches for Deputy Commonwealth Secretary General, Director/Deputy Director of EAD at various conferences.
- Assisted the Directorate of the Economic Affairs Division to write concept papers on various studies, developed terms of reference for consultancies and helped monitor such studies.
- Assisted the Secretariat to coordinate Finance Ministers Meetings, review and summarise such papers for the Chairman of the Finance Ministers.

### **Contributions/Achievements**

- In collaboration with DFID-UK, I coordinated two studies carried out by consultants- i) How to “Deal with Sovereign Debt in Distress” which looked at the key financial and legal issues. This study led to the establishment of a Debt and Litigation Clinic at the Commonwealth Secretariat in London, and ii) “Harnessing Existing Financing Facilities to promote Private- Public Partnership and Service Delivery in Post-Conflict and Heavily Indebted Poor Countries.
- Developed a database of various Commonwealth HIPCs debts under litigation.
- Represented the Secretariat on the UK House of Commons Special Committee that worked on the section on Debt Relief for the Blair’s Commission for Africa (an initiative of former British Prime Minister-Tony Blair).

**May 1994 – Mar 1998: Ministry of Development and Economic Planning, Government of Sierra Leone**

**Position:** *Development and Planning Officer*

Responsibilities include: Assisting senior development planning officers in the formulation and monitoring of National Development Plans, policies and strategies within the framework of Public Investment Programme (PIP) as well as the preparation of annual development budget estimates. This provided opportunity to understand project design, implementation, monitoring and evaluation; which are crucial for public investment management.

### **Other consultancy/part-time assignments**

**2007** Reviewed a publication prepared on “Public Debt Management in Africa” by the Harare based African Forum on Debt and Development in Africa (AFRODAD).

**2007 to date:** Resource Person and Trainer for the West African Institute for Financial and Economic Management (WAIFEM); a capacity building Institute in the area of macroeconomic, financial, and debt management.

**July 1999** Consultancy works with the United Nations Economic Commission for Africa (ECA), Addis Ababa, Ethiopia: I prepared a paper titled “The Preliminary Assessment of Institutional Capacity Building Requirements for Financial and Economic Management in Post Conflict Sierra Leone”.

**1998-2001 Part-Time Lecturer in Microeconomics and Development Economics -** Njala University College, University of Sierra Leone.

**2013-date:** Co-Chair for World Bank Technical Advisory Group on Debt Management Facility.

## **Participation in international and regional organizations programmes and project management committees**

- **World Bank IDA Borrower Representative for AFR Group1 (2019-Date)**

Served on the World Bank International Development Association (IDA) Replenishment Committee for two consecutive terms from 2019-to date cover IDA19 and IDA20. The Committee co-Chair by the World Bank Vice President for Development Finance negotiate with donors to mobilize resources and guide the utilization budgeted funds across IDA thematic areas of programmes and project activities conduct mid-term reviews of programmes. Representing African Group 1 Constituency of the Bank of 22 countries, participated in the negotiation to IDA 19 mobilize US\$82.0 billion in Stockholm, Sweden and similarly in IDA20, we mobilized a historic US\$93.0 billion for a 3-year replenishment cycle effective July 2022.
- **Chairman, Technical Committee, West African Monetary Zone (2019-2021)**

The Technical Committee of the WAMZ comprises senior government officials in the Ministries of Finance, Trade, Regional Integration and Justice and Central Banks in the six member countries of the West African Monetary Zone (WAMZ) including Ghana, Gambia, Guinea, Nigeria, Liberia and Sierra Leone. The West African Monetary Institute (WAMI) was established to undertake the technical preparations leading to the introduction of the single currency in the WAMZ. WAMI presents their reports to the Technical Committee of the WAMZ for review, discussions and onward transmission to the Committee of Governors and the Convergence Council of Ministers and Central Bank Governors. The Technical Committee is usually chaired by the Permanent Secretary/Financial Secretary of the Ministry of Finance of the country hosting the statutory meetings. Mr. Sahr L. Jusu, in capacity as Financial Secretary of the Ministry of Finance, Sierra Leone, chaired the WAMZ Technical Committee in 2020 -2021. Specifically, the Technical Committee of the WAMZ reviews and assesses progress in compliance on the Macroeconomic Convergence Criteria and implementation of policy harmonization activities by member countries of the WAMZ as defined in the Road Map for the introduction of a single currency in West Africa by performing the following functions during the statutory meetings:

  - (i) Review and discuss the Annual Budget and other administrative issues of WAMI;
  - (ii) Review the Audited Financial Statements of WAMI;
  - (iii) Review the Report on Macroeconomic Developments and Convergence in the WAMZ prepared the West African Monetary Institute (WAMI);
  - (iv) Review research and policy papers relating to regional integration in general and monetary integration in particular, presented by WAMI and proffer recommendations;
  - (v) Review reports on trade and financial integration in the WAMZ; and
  - (vi) Present the Report of the Technical Committee on Statutory Meetings to Committee of Governors of Central Banks of the WAMZ for onward submission to the Convergence Council of Ministers and Central Bank Governors.
- **Member, Technical Implementation Committee of CLSG Electricity Project (2011-2018)**

Served as a member of the Technical Implementation Committee of the Cote D' Ivoire, Liberia, Sierra Leone and Guinea (CLSG) regional electricity transmission project. The project estimated in 2012 at US\$445.0 million was funded by the World Bank, EIB, AfDB, GTZ and the four member states. The role of the Implementation Committee was to ensure the implementation of the International Project Agreement and its financing, review annual operating budget and submit to the Project Steering Committee represented by the Ministers of member States for approval the budget of the Secretariat and the Project itself; hire consultants in collaboration with funding partners; and form sub-committees with clearly defined mandate with timeline line of delivery. Despite serious implementation challenges exacerbated by the impact of iron prices and the Ebola disease that severely affected member countries, the transmission line is now installed, energized and supplying electricity to two of the recipient countries, Liberia and Sierra Leone. The efforts of the Committee to work with the Transco CLSG Secretariat to re-prioritized

operational and project activities and budgets within challenging environment contributed to achieving the regional objective to providing reliable and affordable electricity supply to member states.

- **National Level Committees**

Serves on various national Policy and technical committees. These includes but not limited to:

- (i) National Election Budget and Finance Committee co-Chaired by the Minister of Finance and UNDP Resident Coordinator in Sierra Leone;
- (ii) Secretary to Economic Management Committee of the Government, Chaired by His Excellency, the President with membership including the Vice President, Chief Minister, Minister of Finance, Governor of the Central Bank of Sierra Leone, the Commissioner General of the Revenue Authority;
- (iii) Member of the Government Security Council Chair by His Excellency, the President
- (iv) Member of Sierra Leone's National Economic Technical Team-whose primary pre-occupation is to work with development partners to negotiate, design, monitor and track the implementation of the Poverty Reduction and Growth Facility (PRGF) program and now the Extended Credit Facility, as well as Budget support programs.

## **Research activities**

- An Innovative Approach to Addressing Public Sector Corruption in Post-conflict Countries:-The Case of Sierra Leone Anti-corruption Commission, Academic Paper, Harvard Kennedy School, May 2011).
- Participatory Democracy and Decentralization in Post-Conflict Sierra Leone (Academic Research paper, Harvard Kennedy School, May 2011).
- The Role of the US Federal Reserve Bank in period leading up to and Amidst the Financial Crisis of 2007/2008, Harvard Kennedy School, April 2011.
- Trading Across Borders:-The Case of the Economic Community of West African States (Jusu & Musa) Academic Policy Paper , Harvard Kennedy School, April 2011.
- Electoral Reform and Consolidation of Democracy in Fragile States of the Mano River Union Basin of West Africa -an unpublished Research Paper, Harvard University, December 2010.
- Challenges of Democratic Governance in Mano River Union: A Case for the Economic Commission of West African States (ECOWAS) October, 2010-Unpublished Research Paper, Harvard University.
- An Assessment of the Impact of Public Debt Service Payments on the Social Sectors in Sierra Leone, A Joint Research by Bangura A and Jusu S (Unpublished, 2000).
- The Impact of External Debt on Private Investment in a Low-income Economy: The Case of Sierra Leone", 1998, M A Thesis, UN-IDEP, Dakar, Senegal.
- Export Function for Sierra Leone, Gondoe, Jusu and Turay (Unpublished, March, 1997).
- Economics for Business Students (Unpublished Pamphlet, 1995, Revised 1996).
- The Determinants of Local Government Expenditure and Inter-Governmental Allocation of Government Resources: The Case of Freetown City Council, 1994, B Sc. Dissertation.

## **Referees**

Upon request.