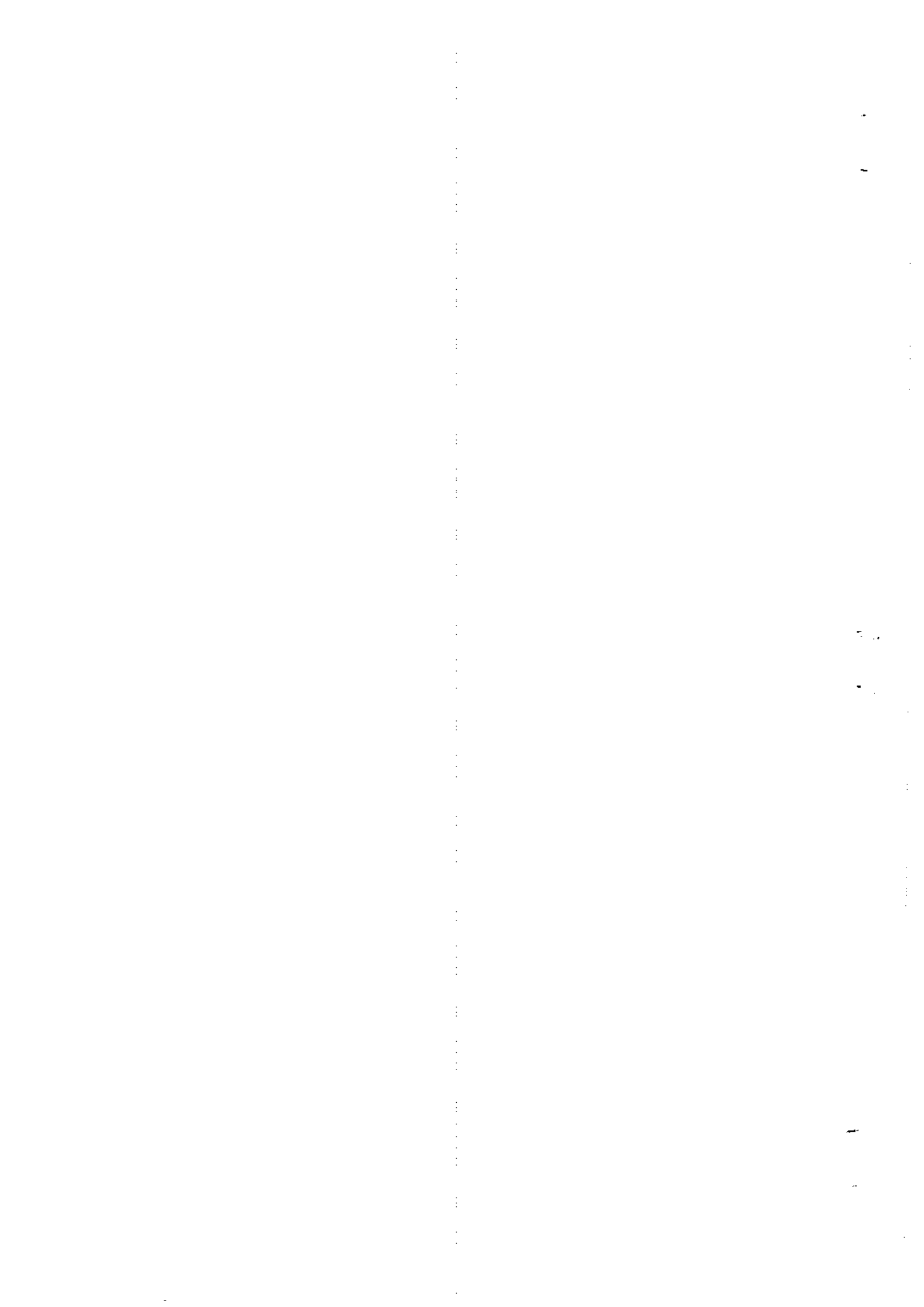


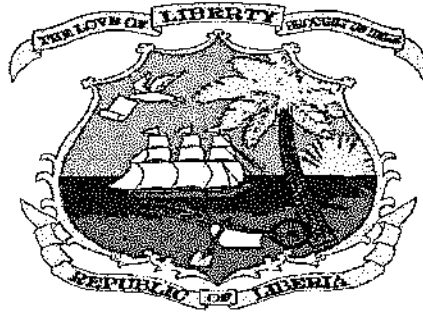
**"AN ACT TO ESTABLISH THE CENTRAL AGRICULTURAL RESEARCH INSTITUTION (CARI), REPUBLIC OF LIBERIA AS AN AUTONOMOUS AGENCY"**

APPROVED DECEMBER 22, 2014

PUBLISHED BY AUTHORITY  
MINISTRY OF FOREIGN AFFAIRS  
MONROVIA, LIBERIA

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**AN ACT TO ESTABLISH THE  
CENTRAL AGRICULTURAL RESEARCH INSTITUTE (CARI)**

**AS AN AUTONOMOUS PUBLIC AGRICULTURAL RESEARCH INSTITUTE  
REPLACING THE AUGUST 1980 GOVERNMENT DECREE/ORDINANCE  
DISSOLVING THE CENTRAL AGRICULTURAL EXPERIMENTAL STATION (CAES)  
AND GRANTING A SEMI-AUTONOMOUS INSTITUTE STATUS TO CARI**

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**AN ACT TO ESTABLISH THE  
CENTRAL AGRICULTURAL RESEARCH INSTITUTE (CARI)**

**PART 1 – PRELIMINARY PROVISIONS**

**Section 1 Preamble** (modified excerpt from the foreword of the CARI Strategic Plan)

**Whereas** the Ministry of Agriculture (MOA) in June 2014 contracted technical consultancy for the Development of a ten (10) year Agriculture Research Strategic Plan (ARSP) for the Central Agricultural Research Institute (CARI) based on a strong stakeholders consensus built over the preceding seven years supportive of CARI's revision, reorganization and restructuring consistent with internationally acceptable standards and best practices established for National Agricultural Research Institutes (NARIs) trending towards semi-autonomy and/or autonomy;

**Whereas** like most of Liberia's institutions, CARI was destroyed and suffered physical devastation and great human resource losses as a result of Liberia's 14 year civil crises;

**Whereas** the Government of Liberia through the MOA strongly supports efforts for the development of plans and structuring of strategies for the regeneration of agricultural research in Liberia as referenced in several publications to include the "Lift Liberia" Interim Poverty Reduction Strategy (IPRS), Poverty Reduction Strategy (PRS) 2006, the Food and Agriculture Policy and Strategy (FAPS) 2009, the National Food Security and Nutrition Strategy(FSNS) 2008, and the Liberia Agriculture Sector Investment Program (LASIP, 2009, 2010) underpinned by the CAADP compact signed by Liberia in 2009. (USAID-TASMOA-2008 & 2009), Fitzsimmons & Tegbaru 2010; and, etc.

**Whereas** with restoration of peace and constitutional governance in 2006, stakeholders including MOA, donors, development partners, farmers and others have recommended and supported fast tracking the institutional reform and restructure of CARI;

**Whereas** stakeholders have validated the CARI Strategic Plan for Research as developed and finalized by consultants contracted by the MOA with funding from the World Bank and the Japanese Trust Fund under the West Africa Agricultural Productivity Program (WAAPP) initiative;

**Whereas** the CARI-ARSP *Specifically, and* within the context of the new vision and mission of CARI, recognizes the need to formalize **CARI's legal status and institutional governance profile** as it relates to the proposed new organizational structure cognizant of CARI's envisaged expanded responsibilities/roles as integrated with the needs and expectations of a diverse range of local/international public/private stakeholders as defined and/or referenced in the to be established National Agricultural Innovations System.(NAIS) informed by the IAR4D, AR4D and other frameworks;

**Cognizant** that CARI located at Suakoko, some 180 km north-west of Monrovia was created in 1980 by enunciation of an August Decree/Ordinance by the People's

Redemption Council (PRC) Military Government thereby transforming and granting a status of a semi-autonomy to the Institution evolved from the predecessor entity Central Agricultural Experiment Station (CAES) which had been established in the early 50's with a general mandate to conduct both adaptive and applied research in agriculture and also that, unlike, the CAES which reported directly to and operated as a division of the MOA, the CARI was established with an appointed National Agricultural Research Council (NARC) and a Technical Committee (TC) with the Minister of Agriculture as chair;

**Referencing** further that CARI has had no previous enactment as it was established by a decree in August 1980 with the inaugural meeting of the NARC and TC held on July 17, 1989;

**Recognizing** that the New Management Structure as recommended for CARI references a Board of Directors composed of representatives of all key stakeholders in the agriculture sector and envisaged to consist of highly qualified and experienced management team comprising of a Director General, Deputy Director General for research programmes, three Directors (Director of Finance and Administration, Director of Planning and Director of Project Implementation) heads of seven research programmes, and support staff;

**Underscored by a new Vision of** "A commercially-oriented agricultural sector propelled by research, technology transfer, innovations, knowledge and approaches that will contribute to an improved quality of life for all Liberians" with a new **Mission** "To contribute to increased productivity, commercialization and competitiveness of the agricultural sector through adaptive research and promotion of knowledge, information and technologies that respond to clients' demands and opportunities towards the attainment of food security, poverty alleviation, income generation and job creation";

**Whereas** the Government of Liberia, through the MOA, acknowledges the continuous support, constructive participation and engagement off all of the development partners and stakeholders, legislators, technicians, farmers, NGOs/INGOs etc.) and the consensus for validation of the CARI-ARSP;

**Whereas**, Chapter 10 Article 89 of the Liberian constitution empowers the Legislature to enact statutes for the creation of agencies and commissions as may be necessary for the effective operation of government.

**NOW THEREFORE**, it is enacted by the Senate and the House of Representatives of the Republic of Liberia in Legislature assembled



## **Section 2 Purpose of the Act**

This ACT establishes an autonomous apex Public Agricultural Research Institute cited as the Central Agricultural Research Institute (CARI), as a center of excellence for the generation, promotion and dissemination of appropriate and sustainable agriculture technologies aimed at improved productivity, value addition, economic development, food security, poverty alleviation, job creation and livelihood enhancement for all.

## **Section 3 Short Title**

This ACT shall be cited as the **CENTRAL AGRICULTURAL RESEARCH INSTITUTE ACT OF 2014**.

## **Section 4 Definitions and Interpretations**

In and for the purposes of this Act, unless the context otherwise requires or a different meaning is expressly stated or specified to the contrary, the terms, abbreviations, and acronyms as listed in this section are defined and interpreted as follows:

AR4D	Agricultural Research for Development
APVC	Agricultural Product Value Chain
BOARD	The Governing Body of the Institute
CAADP	Compact under the Comprehensive African Agricultural Development Program
CAES	Central Agricultural Experimental Station
CARI	The Central Agricultural Research Institute <b>“the INSTITUTE”</b> as established under this ACT.
CBL	Central Bank of Liberia as constituted by the Central Bank Act
CHAIR	The Chairperson of the Governing Board of Directors of CARI
CORAF	Council for Agricultural Research and Development
CU	Cuttington University
DDGRP	Deputy Director General for Research Programs and Deputy Chief Executive Officer of the Institute

DG	Director General and person appointed by the President as Chief Executive Officer of the Institute answerable to the Board
DIRECTOR	Head of a Department reporting to the Director General directly or through the Deputy Director General
EFFECTIVE DATE	The date on which this Act is published into handbills
FAO	Food and Agriculture Organization
FAPS	Food and Agriculture Policy and Strategy
FINANCIAL YEAR	The financial year of the Institute which is the same as the financial year of the Government of Liberia
FSNS	National Food Security and Nutrition Strategy (2008)
FUN	Farmer Union Network
GAC	General Auditing Commission
GOL	The Government of the Republic of Liberia
HRMP	Human Resources Management Policy
IAR4D	Integrated Agriculture Research for Development
IPRS	Interim Poverty Reduction Strategy
LASIP	Liberia Agriculture Sector Investment Program
LASIP	Liberia Agriculture Support and Infrastructure Program
LIBR	Liberia Institute for Biomedical Research
LNFSN	Liberia's National Food Security and Nutrition Strategy
MANAGEMENT	Includes the Director General, the Deputy Director General and such other officers as may be determined under the Board of Directors regulations;
MFDP	Ministry of Finance and Development Planning

MINISTER	Minister of the government entity responsible for Agriculture
MOA	Ministry of Agriculture
NAIS	National Agricultural Innovations System
NARC	National Agriculture Research Council
NARS	National Agricultural Research System
NGO	Non-Governmental Organization
NON-GOVERNMENTAL SECTOR	The sector of the economy that is not run or operated by the Government including the Private Sector, Civil Society (CS), National and International NGO's.
NON-STATUTORY MEMBERS	Non-Governmental Appointees to the Board
PRS	Poverty Reduction Strategy
PFM	Public Finance Management Act.
PPCC	Public Procurement and Concessions Commission Act (2010).
PUBLIC SECTOR	The sector of the national economy administered, coordinated and controlled by Government agencies
STATUTORY MEMBER	A person who serves on the Board by virtue of her/his official Presidential Appointment
TASMOA	Technical Assistance Services to the Ministry of Agriculture
TC	Technical committee for CARI
UL	University of Liberia
USAID	United States Agency for International Development
WAAPP	West Africa Agricultural Productivity Program
WB	World Bank

## PART II – ESTABLISHMENT, OBJECTIVES AND FUNCTIONS OF THE INSTITUTE

### Section 5 – Establishment of the Institute

1. There is hereby established a body to be known as the Central Agricultural Research Institute (CARI) of Liberia and (referred to in this Act as “the Institute”) as a body corporate with perpetual succession and a common seal. It may sue or be sued in its own name, and subject to the provisions of this Act, perform any and all such acts as bodies corporate may lawfully perform;
2. The Institute shall be an autonomous apex Public Agriculture Research Institute of the Government and shall be under the general supervision of the Governing Board of Directors;
3. The Institute shall be governed by a Board of Directors, while the Director General shall be responsible for the day to day management of the affairs of the Institute;
4. The Institute may, for the performance of its functions, acquire and hold movable and immovable property and may enter into contracts or any other transaction that a state-owned enterprise may enter into.
5. CARI as an apex public agriculture research institute is autonomous in its operations relating to the implementation of its programs, sourcing resources, allocation and management of its resources in accordance with its approved annual programs and budget as approved by its Governing Board of Directors.

### Section 6 Objectives of the Institute

#### OBJECTIVES

1. CARI's overall objective, as the apex public agriculture research institute and with reference to its new vision and mission, is:
  - a. To guide, coordinate and provide general oversight to all aspects of agricultural research in Liberia.
  - b. To build and established a strengthened CARI's research capacity which will underpin and support the agriculture sector component of the national development agenda by establishing, building and sustaining programs and interventions supportive of:

- (i) "A commercially-oriented agricultural sector propelled by research, technology transfer, innovations, knowledge and approaches that will contribute to an improved quality of life for all Liberians" and partners;
- (ii) "To contribute to increased productivity, commercialization and competitiveness of the agricultural sector through adaptive research and promotion of knowledge, information and technologies that respond to clients' demands and opportunities for the attainment of food security, poverty alleviation, income generation and job creation"

2. The specific objectives of the Institute are to:

- a. develop and promote research, innovation and technologies for high value products and services;
- b. develop modern national information and communication technology infrastructure for sustainable development;
- c. develop and strengthen the technical capacity of CARI staff
- d. formulate human resource development institutional policy that attract and retain professionals;
- e. strengthen systems for the creation, translation of data, knowledge and dissemination of information; and
- f. Develop and strengthen strong research linkage with local, international research and training institutions for mutual benefit.
- g. Generate and promote technologies and innovations for demand-driven agricultural product value chains.
- h. Develop and promote markets and marketing strategies for agricultural product value chains.
- i. Facilitate and advocate policy options for enhancing demand-driven agricultural product value chains.
- j. Strengthen Capacity for implementing agricultural product value chains research.
- k. Enhance research in availability of knowledge, information and technologies on agricultural product value chains.

## **Section 7 -Functions of the Institute**

The core functions of a revitalized and autonomous CARI shall be:

### **(i) Agricultural Research**

- a. Play a key role in the formulation of agricultural research policies and programs in the context of national agricultural policies, poverty alleviation, food security, and improved livelihoods
- b. Conduct broad-based research on food and cash crops, livestock, fish, land and water management, natural resource management, forestry and agro-forestry, technology and socioeconomics of postharvest production, emerging technologies in agricultural science, bio-safety, and the environment
- c. Monitor and evaluate the adoption and impact of agricultural research on productivity

### **(ii) Information and Knowledge Dissemination**

- a. Provide information to assist policymakers/stakeholders in formulating appropriate agricultural policies
- b. Maintain registers of research scientists, projects, and results
- c. Produce annual reports highlighting the management, scientific, training, and financial aspects of CARI
- d. Disseminate knowledge on improved technologies to stakeholders

### **(iii) Capacity Strengthening**

- a. Establish strong working relationships with research, extension, training and education agencies/institutions in the private and public sectors for transfer of technologies
- b. Facilitate and provide relevant training and human resource development to support the agricultural research needs of the country

### **(iv) Advocacy**

- a. Establish strong links with national, regional, and international research institutions involved in science and technology

- b. Process and forward to the government and partners annual estimates for funding
- c. Represent the country in regional and international agricultural research forums
- d. Enhance public awareness of the importance of scientific research to agricultural and economic development
- e. Mobilize human, financial, and capital resources from GOL, donors, the private sector, and within the institute for the benefit of CARI

(v) Service Provision:

CARI will also provide various research-related services to the public which need to be recognized adequately in the Act establishing the research institute. These time and resource intensive service functions include:

- a. Management of a national crop and livestock gene banks;
- b. Quality assurance of technologies developed, adapted, multiplied and disseminated through the uptake pathways;
- c. Commercialization and promotion of its technologies and products and catalyzing farmer linkages to markets;
- d. Offering laboratory and consultancy services to the public.
- e. In collaboration with public/private research, cooperative, extension and production systems, support scientific research that ensures the provision and distribution of high yielding improved stock/planting material.

## PART III – GOVERNING BOARD OF DIRECTORS OF THE INSTITUTE

### Section 8 Board of Directors

1. **Establishment of the Board:** There is hereby established a Board of Directors which shall be the governing body of the Institute and which shall consist of nine (9) persons.

The President shall appoint the Chair and members of the Board and the Board shall approve competitively recruited Director General and Deputy Director General for Research both of whom shall be persons with the relevant qualification, distinction and experience in the administration, management and coordination of one or more fields of the agriculture sciences and disciplines. The Board shall consist of:

- (a) The Minister responsible for Agriculture or where there is a proxy not lower than a Deputy Minister;
- (b) The Minister responsible for Finance and Development Planning (MFDP) or where there is a proxy not lower than a Deputy Minister;
- (c) Representative of Agricultural Colleges/Universities
- (d) Representative experienced Farmer from the Farmer Union Network (FUN)
- (e) The Director of the Liberia Institute for Biomedical Research (LIBR) or where there is a proxy not lower than the Deputy Director;
- (f) Two (2) resource persons from the private sector with wide knowledge and experience of agriculture and the associated diverse value chains.
- (g) The Director General of CARI who shall serve as an ex-officio member and Secretary to the Board with no voting rights.
- (h) One (1) non-voting representative from the development partners/donor community involved in agriculture (Agriculture Donors Working Groups (ADWG) in Liberia

2. **Criteria for Selecting Members of the Board:** In appointing members to the Board, the President shall have regard to the integrity, gender, knowledge, expertise, and experience of the persons and, in particular, their knowledge and experience of matters relevant to the functions of the Board and mandate of the



Institute such as agricultural-research administration, and other relevant knowledge in one or more fields of the agriculture sciences and value chains;

## **Section 9 Responsibilities of the Board**

1. **General Responsibility:** The Board shall be responsible to formulate policy, provide general governance and strategic direction for the administration, management, coordination and operations of the Institute and ensure that the functions of the Institute to include planning, reporting, financial management, administration, and implementation of research programs/projects as approved by the board for the achievement of the Institute's objectives are carried out.
2. **Specific Responsibilities:**
  - a) Examine and approve the Institute's strategic plans and assess performance of the Institute in accordance with agreed action plan, budget and performance contracts;
  - b) Approve staff compensation scheme which shall include performance incentives set by the Board;
  - c) Approve the organizational chart of the Institute and other protocols such as the Human Resource Management Policies (HRMP), Financial Management policies/codes, Administrative Policies, Job Description, Regulations and other administrative/technical guidelines for the management of the Institute subject to relevant laws, the Act and any other related policies;
  - d) Approve the Institute's annual budget, activity and financial reports;
  - e) Establish bylaws and other codes of conduct for the functioning and operations of the Board;
  - f) Ensure the conduct of an annual external audit by the General Auditing Commission or other auditors as approved by the Auditor General
  - g) Ensure confidentiality of matters of the Institute and Board

- h) Submit annual reports and such other reports as may be required in writing to the Legislature and President.
- i) Attend to and perform other functions that should be performed by a Governing Board pursuant to the Act and acceptable best practices;

**Section 10- Tenure of Office for Non-Statutory Board Members**

**(1) Term of Service:**

- (a) Each non-statutory Board member shall be appointed by the President for a period of two (2) years. A member is eligible for reappointment to only one second term of two (2) years. This term limit does not apply to a member whose service on the Board is as a consequence of being a statutory member.

**Section 11 – Removal, Suspension, Disqualification Resignation and Death of Board Members**

A member of the Board shall be suspended, disqualified or removed if:

1. The member is no longer able to perform the duties due to physical or mental disability
2. The member has been adjudged or otherwise declared bankrupt and has not been discharged, or has not paid an assignment, arrangement or composition made with creditors; or
3. It is discovered that within a period of five years immediately preceding the date of appointment, the member has been convicted.
  - (a) Of a felony in any country for which the member has not received an unconditional pardon; or
  - (b) Of any act which, if committed in Liberia, would constitute a felony, the penalty for which would be at least one year imprisonment without the option of a fine;
4. The member is absent from regularly scheduled Board meetings three times within a one year period without good cause;

5. It is clear that the member no longer fulfills the requirements established at the time of appointment to the Board;
6. The member's conduct is inconsistent with the responsibilities of a Board member or jeopardizes the interests of the Institute;
7. Resignations of members of the Board shall be in writing addressed to the Chairperson who will in turn forward same to the President in writing
8. If the Board disqualifies a member, the Chair of the Board shall notify the President in writing stating the justification(s) for such disqualification. If the person so disqualified is the Chair, the Vice Chair shall notify the President.
9. Upon the death of a member of the Board, the Chair shall officially notify the President in writing.

#### **Section 12- Meetings of the Board**

1. The Board shall meet at least once every three months for the conduct of business at the Head Office of the Institute or a place designated by the Chair; Meetings of the Board shall be conducted in accordance with the developed and approved by-laws of the Board
2. The Chair shall preside at meetings of the Board.
3. At the convening of its first meeting the majority of the members of the Board shall select a Vice-Chair who shall act in the absence of the Chair
4. The Chair shall at the request in writing of not less than five (5) members of the Board or on request of the Director General convene an extraordinary meeting of the Board at a place and time determined by the Chair;
5. The quorum for a meeting of the Board shall be two thirds (2/3) (minimum but, three (3) non-statutory members of the Board must be present any time when there is no vacancy on the Board. If there exists any vacancy, the quorum shall be a majority of members then constituting the Board;

6. Matters before the Board shall be decided by a majority of the members present and voting. The Chair (or the member presiding) shall vote only in the event of a tie vote; the Director General, as Secretary to the Board, has no voting rights.
7. The Board may invite and co-opt resource person (s) to attend a meeting of the Board for consultations and advice. Such invitee(s) shall have no voting rights.
8. The Board shall make standing orders regulating its proceedings and those of any of its committees and adopt by-laws, rules and regulations governing the operations of the Institute;

### **Section 13 – Disclosure of Conflict of Interest**

1. A Board member who has a conflict of interest in any matter that is to be considered by the Board at any scheduled meeting shall disclose in writing, prior to the meeting, the nature of the interest and shall recuse herself/himself from participating in the deliberations of the Board in respect of that matter
2. A Board member who contravenes subsection 13 (1) shall be disqualified as a member of the Board;

### **Section 14 Vacancies**

The President shall, within thirty (30) days after the creation of a vacancy on the Board, appoint another person to fill the vacancy. Said appointee shall represent the same interest as his/her predecessor and shall complete the remainder of the term.

### **Section 15 – Board Committees**

1. The Board may appoint any number of standing and/or *ad hoc* committees it deems necessary to carry out such functions it considers necessary to facilitate the efficient execution of its functions. The members of the committee need not necessarily be members of the Board.
2. A decision of a committee of the Board shall have no effect until it is confirmed by the Board.

## **Section 16 - Board Fees, Remuneration and Allowances**

1. Non-statutory Members of the Board shall receive from the Institute Board fees, remuneration and allowances as approved in the Institute's annual budget in accordance with law and GOL standards and regulations. Board fees shall be paid to non-statutory members at the quarterly meetings.
2. Statutory members shall not be entitled to Board fees

## **Section 17- Indemnity**

1. No member of the Board, member of a committee of the Board or an employee of the Institute shall in her/his personal capacity be liable in civil or criminal proceedings in respect of any act or omission done in good faith in the performance of her/his duties unless the conduct is deemed willful or negligent.

## **Section 18 - Confidentiality**

1. Every member of the Board shall treat as confidential those matters deemed confidential under the Act during and after her/his tenure on the Board or service with the Institute;
2. Any current or former Board member who contravenes Section 18 (1) commits an offense and is liable to penalties specified in the Act and under the Penal Law, and in the case of a current Board member she/he shall be disqualified or dismissed from further service on the Board.

## **PART IV – ADMINISTRATIVE PROVISSIONS**

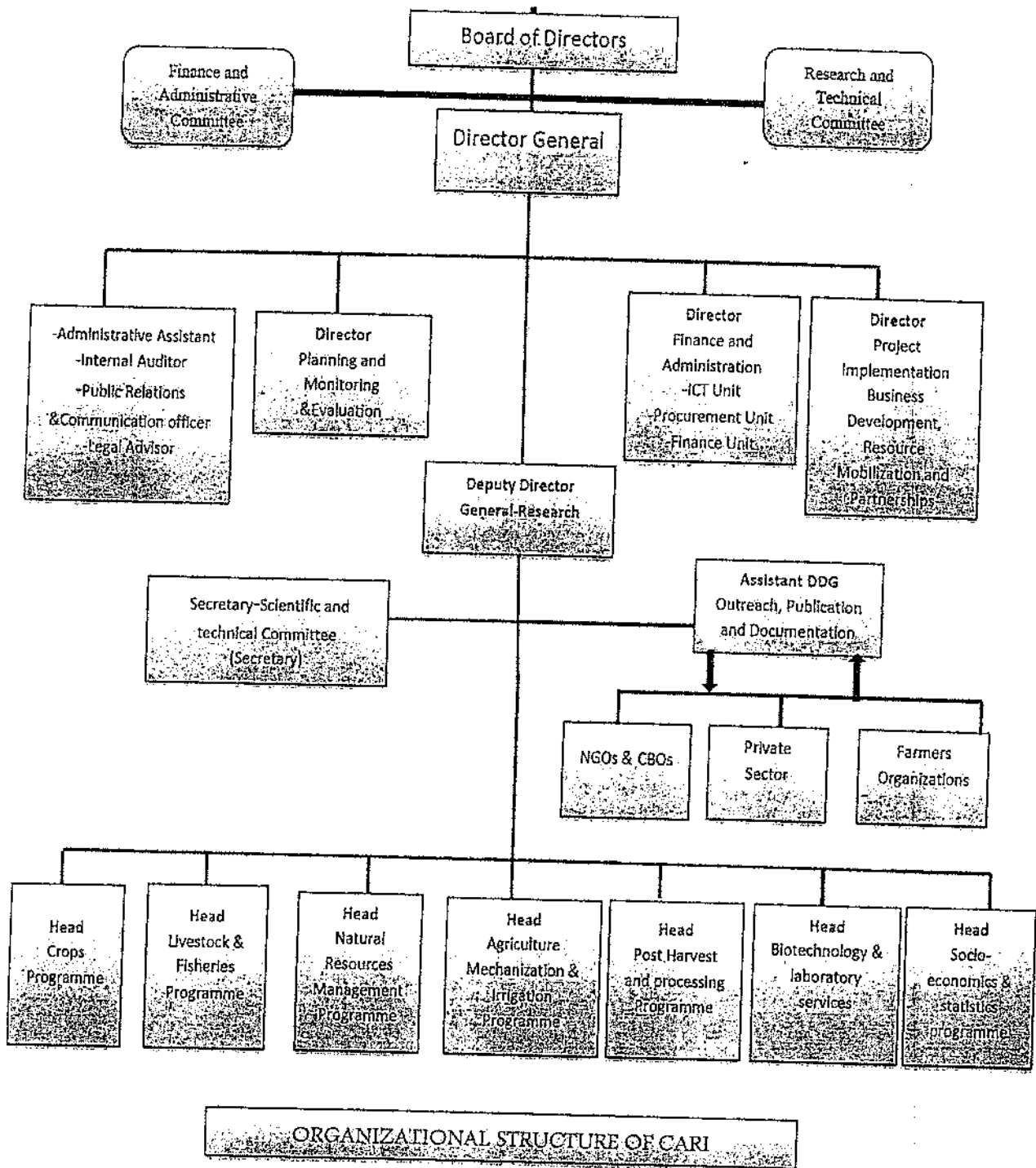
### **Section 19 – Officers and Staff of the Institute**

The Chief Executive Officer of the Institute shall be the Director General (DG). The DG shall be primarily responsible for functions contained in the HRMP, Job Description, contract of employment and the Terms of Reference as approved by the Board.

1. The DG shall be assisted by the Deputy Director General for Research Programs (DDGRP).
2. The Institute's administrative structure shall consist of the DG, DDGRP, three (3) Departments headed by Directors (Director of Finance and Administration, Director of Planning and the Director of Project Implementation) all answerable to the Director General; seven (7) research program thematic focal units, several administrative support sections including Accounts, Legal, Internal Audit, General Services, Agriculture, Program Management Unit, and other technical support sections as referenced in the proposed organogram (page 22). The Board shall approve new sections on recommendation of the Director General. The functions, duties and responsibilities of each directorate and section shall be determined by the Board consistent with the Act, HRPM, contract of employment, job description and other relevant guidelines as applicable.

### **Section 20 – Departments and Sections of the Institute**

Heads of programmes will be headed by individuals with a minimum qualification at a Ph.D. degree or equivalent level in one of the thematic research areas and proved research and publications. There shall be three Directors (Director of Finance and Administration, Director of Planning and Director of Project Implementation) all answerable to the Director General directly or through the DDGRP;



## **Section 21 - Appointment of Director General, Deputy Director General and Directors**

1. The Board shall approve competitively recruited Director General and Deputy Director General for Research Programs both of whom shall be a person with advanced or professional degrees with relevant qualification, distinction and experience in the administration, management, and coordination in one or more fields of the agricultural sciences and disciplines;
2. The Board shall, appoint the Deputy Director General for Research who shall be a person with advance or professional degrees with relevant qualification, distinction and experience in the administration, management, and coordination in one or more fields of the agricultural sciences and disciplines, the three (3) Directors who shall be persons with advance or professional degrees, distinction and experience and/or other qualifications in Finance, accounting, economics, public policy, administration, management, agriculture economics, and the seven (7) Heads of Program Units with advance or professional degrees with relevant qualification, distinction and experience for the seven agriculture related focal units/disciplines. All appointees shall be persons of integrity and shall be recruited per the guidelines set out in the HRMP;

## **Section 22 - Responsibilities of the Director General**

1. The Director General shall be answerable to the Board and shall be responsible for the administration, supervision and execution of the CARI mandate; direct the day-to-day management and administration of the Institute; supervise officers, managerial staff, and other employees of the Institute as well as coordinate other matters of the Institute in accordance with such instructions as may from time to time be given by the Governing Board. He/she shall be a highly qualified and experience person with a background in Agricultural Sciences. The Management of CARI shall seek to deliver on its Vision through the following;
  - a) Take overall responsibility for the administration and supervision of CARI;
  - b) Establish and implement policies, rules, regulations and procedures for the Institute;
  - c) Establish mechanism for priority setting in CARI activities;
  - d) Develop and implement a strategic plan for CARI research programs;
  - e) Establish linkages with technical and donor partners for CARI activities;
  - f) Establish a human resource development plan for the Institute;
  - g) Plan, monitor and evaluate all CARI programs and activities;
  - h) Develop and implement strategy and program for sensitizing the Liberian public of CARI's activities; and
  - i) Mobilize resources for CARI's programs and activities.



## **KEY QUALIFICATIONS**

### **Minimum Essential Academic/Professional Qualifications**

PhD in an Agricultural Discipline

### **Minimum Essential Experience**

- a) A minimum of 10 years working experience in international and development agriculture;
- b) Demonstrated record of peer reviewed research publications;
- c) Managerial experience in similar institution; and
- d) University level teaching experience is an advantage.

### **Key Competences**

This is a senior management position and hence the incumbent must possess the following key competencies:

- a) Ability to work cooperatively with higher level authorities, including the Board of Directors;
- b) Ability to provide strategic leadership to CARI, and ability to motivate and lead staff;
- c) Ability to work effectively in a fast-paced, stressful environment and flexibility and willingness to work irregular hours;
- d) Ability to establish cooperation and trust of others, both within and outside Liberia;
- e) Strong negotiation, interpersonal and analytical skills;
- f) Well-developed skills in planning work by defining clear objectives, priority tasks and means of meeting objectives; and
- g) Sound knowledge of human, financial, material and other resource management.

### **The Director General shall also:**

- a. Prepare the annual research program within the context of the global framework for the national research master plan.
- b. Prepare and defend annual research and administrative budget.
- c. Carry out Board approved research programs
- d. Solicit public/private donor financial and technical support for the CARI.
- e. Advise public/private sector stakeholders/development partners on related matters;

- f. Ensure the effective deployment and utilization of experienced and capable staff to achieve maximum efficiencies and productivity.
  - g. Represent the CARI at Legislative hearings and;
  - h. Ensure the application of the Act of Conduct for Public Officials to all employees of the Institute;
  - i. Serve as Secretary to the Board; and
  - j. In keeping with law, perform any other functions requested by the Board or in its opinion ought to be done in the lawful discharge of the mandate.
2. In the absence of the Director General, the Deputy Director General responsible for all research programs shall serve as officer in charge of the Institute on behalf of the Director General. He/she shall be answerable to the Director General. He/she should also have a PhD in agricultural sciences and should have a distinguished research resume and a strong agriculture administration reference.

#### **Section 23 – Suspension or Removal of Officers**

1. Contingent on the resolution of two-thirds of the Board membership, the Board shall advise the President to suspend or remove the Director General and the Board can suspend or remove the Deputy Director General for Research and the Directors from office for consistent inability to perform and observe conditions specified in the terms of employment, duties, responsibilities and mandate for verified misconduct under the laws of Liberia or the breach of Professional Ethics or for conduct that would subject a Board member to disqualification.

#### **Section 24 - Appointment and Employment of Officers and Other Staff**

1. The Director General, through a competitive process regulated by acceptable best practices and contingent on the approval of the Board in accordance with procedures defined by the Institute's HRMP, Administrative and Job Description and placement Codes, shall provide a shortlist of resource persons to be considered for hire as Directors and Research Program Heads..
2. The Management shall recruit other management below the level of Directors, other administrative, technical and general support staff of the Institute as necessary for the proper and effective performance of the functions of the CARI;
3. All recruitment and employment proceedings must follow acceptable best practices and process of publication, merit vetting, interviews, short listing and selection (including an aptitude test where applicable) in accordance with the HRMP, and Administrative Regulations.

4. The Management of the Institute may recruit and employ persons it deems necessary for the efficient discharge of the Institute's mandate and functions;

#### **Section 25- Regional and Special Purpose Offices of the Institute**

1. The CARI shall establish regional or special purpose offices, substations and other technical decentralized backstopping offices from which technical officers may coordinate their responsibilities in liaison and collaboration with relevant established public/private agencies, institutions and stakeholders, as required for the effective performance of the functions of the Institute.

#### **Section 26 - Accountability for Performance**

1. The Director General shall be accountable to the Board of Directors for the technical and administrative governance of CARI in accordance with the Act and relevant resolutions of the Board;
2. Management is required to account annually in a written report for the completion or failure to complete the deliverables due for that year. The report shall be used as a basis for performance and evaluation as applicable;

#### **Section 27 - Asset Declaration and Compliance**

1. The Director General, Deputy Director General, Comptroller and Directors shall declare their assets to the Liberia Anti-Corruption Commission before assuming duties;
2. Where determined by the Board, other employees of the CARI must declare their assets to the Liberia Anti-Corruption Commission;
3. The Board members, Officials and Staff of the Institute are required to be tax compliant at all times;

### **PART V FINANCIAL PROVISIONS**

#### **Section 28 - Funds of the Institution (Financial Resource Mobilization)**

Financial resource acquisition and management has become a subject of increased concern because of budgetary constraints, increased competition for financing, challenges to increase efficiency in the public sector, the need for increased performance of public-sector organizations, taxpayers' demand for transparency and accountability, a need for better governance systems and evolution from a control system of inputs to a control system of products and results. As a result of this, financial resource mobilization and management in CARI shall be seen as a set of activities

aimed at putting financial resources to the service of achieving the objectives of agricultural research.

The activities of the legislatively enacted CARI shall be financed by funds of the Institute which shall include:

- a. The amount appropriated by the National Legislature for the operation and management of the Institute in line with minimum standards recommended by New Partnership for Africa's Development (NEPAD) "Comprehensive Africa Agriculture Development Programme (CAADP)";
- b. Any monies accruing to the Institute in the course of its operations, including fees charged for services and others consistent with law.
- c. The CARI may, directly or indirectly, request and receive technical cooperation assistance, gifts, donations, grants, subsidies or loans from any person or organization which may lawfully accrue to the Institute from development partners, collaborating national, regional and international research partners and foundations.
- d. The Institute shall undertake collaborative research projects to secure funding through competitive research grants through integrated networks.
- e. Special Commodity Research & Development Funds from industry.
- f. Endowments
- g. Funds from the establishing of an Investments Services (IS) Unit as an internal revenue generating mechanisms mainly from sale of products of research activities, consultancies and charges for laboratory and hospitality services;
- h. Strengthening of the established CARI Seed Unit (CSU) which shall produce basic and breeder seeds for sale to registered seed companies. The CSU will also produce certified seed for orphan crops and new varieties whose seeds are not produced by seed companies. CARI will expand this operation, not only to generate revenue, but also to promote and up-scale its new technologies;
- i. Exploring and implementing other practical forms of generating additional financial resources for supporting the agricultural research system accessing regional and international grants and offering consultancy services;

Pursuant to Section 28 (1) above, CARI shall develop and institutionalize effective

and efficient financial resource acquisition and management system for enhancing the generation and promotion of agricultural knowledge, information and technologies that respond to clients' demands and opportunities. To achieve this purpose, the Division shall be expected to:

- (i) Formulate and operationalize an institutional long-term financial requirement plan and effective strategies to mobilize and manage the financial resources;
  - (ii) Develop and operationalize policies, systems and procedures for allocating financial resources to optimize their use;
  - (iii) Develop and operationalize policies, systems and procedure manuals for guiding the utilization of financial resources;
  - (iv) Develop and operationalize policies, systems and procedures for directing resources towards objectives and applying financial resources to realize set research objectives;
  - (v) Develop and operationalize financial accounting systems and procedures for preparing periodical financial reports and internal and external audits;
  - (vi) Develop and operationalize financial resource acquisition and management information systems.
3. The funds of the Institute including all other monies which may, from time to time, accrue to the Institute shall be applied only for the purposes approved of by the Board.
  4. The Board shall use its best effort to ensure that the Institute is adequately and appropriately funded to carry out its functions for the benefit of the Republic and stakeholders and shall ensure that funds appropriated to the Institute are disbursed in a timely manner.

## **Section 29 - Annual Budget of the Institute**

1. In accordance with the Public Financial Management (PFM) Act and related budget preparation schedules, the Director General shall prepare and submit to the Board an annual budget for the ensuing year which the Board shall review, endorse and approve for submission to the Legislature for legislative approval through the established normal budgeting protocols in line with the PFM Act.

## **Section 30 - Procurement**

The Institute is subject to the Liberia Public Procurement and Concession Commission (PPCC) Act (2010) which makes it mandatory that every public entity shall establish a procurement unit staffed with qualified procurement professionals. The Act also spells out procedures for procuring and disposal of unserviceable, obsolete or surplus stores and equipment by public entities in order to maximize efficiency, promote competition, integrity and fairness. CARI will comply fully with this by developing and operationalizing Procurement and Supplies Manuals in order to streamline the procurement and supply of goods and services as well as disposal of obsolete or surplus stores and equipment in line with the Public Procurement and Concession Act 2010.

## **Section 31 - Accounts and Audit**

1. The Central Agriculture Research Institute shall have the same fiscal year as the Government of Liberia;
2. The Institute shall adopt sound financial management policies and shall keep proper books of account and proper records in conformity with the National Accounting Standards and International Public Sector Financial Reporting Standards and the PFM Act as applicable;
3. The DG shall submit all financial reports of the Institute to the Auditor General for audit in line with the PFM Act. The CARI shall be subject to audit by the General Auditing Commission (GAC) or other private Auditor(s) appointed by the Institute with the approval of the Auditor General.
4. The Auditor-General shall audit all financial reports of the Institute and forward the audit report to the Legislature, and provide a copy each to the Board and Director General.
5. All funds of the Institute shall be consolidated into specified accounts as a special CARI FUND and be managed in accordance with applicable Laws and the PFM Act. All expenditure incurred by the Institute shall be defrayed from the FUND.
6. Shall establish Finance and Internal Audit Units with responsibility to develop and operationalize efficient and effective financial and assets management and audit

for enhanced generation and promotion of agricultural knowledge, information and technologies that respond to clients' demands and opportunities. To achieve this purpose, the Units are expected to:

- a. Develop and operationalize effective and efficient institutional financial management system;
- b. Develop and operationalize effective and efficient institutional an internal financial audit system;
- c. Develop and operationalize effective and efficient institutional assets audit system;
- d. Develop and operationalize effective and efficient institutional financial and assets audit management information system.

### **Section 32 - Bank Accounts**

1. For the purpose of carrying out its responsibilities, the Institute is empowered to open and maintain bank account(s) with the Central Bank of Liberia (CBL) and/or any other reputable Bank(s) as the Board deems fit. It is required to operate its financial accounts in accordance with government financial regulations and use sound financial management practices.

### **Section 33 - Annual and Other Reports**

1. The Director General, subject to the PFM Act, shall prepare and submit its annual report programs/plans with the estimated budget for approval by the Governing Board;
2. Annual Report Timing
  - (a) The timing of the Institute's annual report shall be in accordance with the PFM Act, Government regulations and established time lines;
  - (b) Within three (3) months of the end of each financial year, the CARI shall produce and publish a report on the activities of the Institute during the financial year and provide and/or publish such other reports as the Board and/or the President may request or as the Institute may deem appropriate;
  - (b) All other reporting shall be in accordance with applicable laws governing protocols for technical publications.
3. Annual Report Substance.
  - (a) The Institute's annual report is required to comprise of the activities and

the operations of the Institute for the year to which the report relates and other requirement in accordance with the PFM Act and any policy directive from the Board.

4. **Publication of Reports**

The Director General shall utilize any relevant media, electronic and publishing outlets to ensure that all technical, administrative reports of the Institute are published, thereby ensuring transparency and full public electronic and print access;

## **PART VI – TRANSITIONAL PROVISIONS**

### **Section 34 - Transfer of Property and Obligations of the Institute;**

1. On the effective date of this Act, all properties, except any such property as the Minister of Agriculture and/or the Board may determine, that immediately before the effective date was vested in the Government for the use of the CARI shall, without any further assurances rest in the Institute, and without any associated interest, liabilities, charges, obligations affecting that property. The Board may direct the transfer of other properties owned by CARI to facilitate the establishment and sustainability of the Institute which shall be without any associated interest, liabilities, charges, obligations affecting said properties;
2. All contracts, debts, and liabilities of the Government attributable to the CARI immediately prior to the effective date of this Act shall remain vested in the Government and are enforceable by or against the Government;
3. A legal proceeding or claim pending in respect of revenue described in the Act shall be continued and is enforceable by or against the Institute in the same manner as the proceeding or claim would have been continued or enforced against the CARI as constituted prior to the effective date;
4. All records of the CARI including documents in the possession of the CARI immediately before the effective date shall become records and documents of the Institute;

### **Section 35 – Existing Employees**

1. As of the effective date, all existing employees of the CARI shall be subject to the Human Resource Management Policy of the Institute.

### **Section 36 – Commencement of Operations**

1. The President and the Legislature shall make appropriate budgetary allocations for the premises, transition and continuing modernization towards stabilizing and sustaining the Institute;



2. The Management in consultation with the Board and the sector ministry shall develop a transitional plan to ensure a smooth transition and to operationalize the Act within twelve (12) months upon publication into handbills.
3. The effective date of the provision which describe the powers and responsibilities of the Board is the date of publication into handbills

**Section 37 - Repeals and Consequential Amendments;**

1. On the effective date of this Act, the administration and operational powers and duties assigned to the Team Leader pf CARI shall be treated as powers and duties of the Director General and the entirety of the provisions of August 1980 Decree/Ordinance is of no effect insofar as they relate to the establishment and functions of the CARI;
2. Provisions in the Agriculture Law Title 3 Liberian Code of Laws Revised with reference to agriculture and related matters or any other enactment that are inconsistent with this Act are superseded to the extent of the inconsistencies of said provisions.

**Section 38- Effective Date of the Act;**

1. This Act shall take effect immediately upon publication in handbills by the Ministry of Foreign Affairs

**ANY LAW TO THE CONTRARY NOTWITHSTANDING**



2014

THIRD SESSION OF THE FIFTY-THIRD  
LEGISLATURE OF THE REPUBLIC OF LIBERIA

HOUSE'S ENGROSSED BILL NO. 32 ENTITLED:

"AN ACT TO ESTABLISH THE CENTRAL  
AGRICULTURAL RESEARCH INSTITUTE (CARD),  
REPUBLIC OF LIBERIA AS AN AUTONOMOUS  
AGENCY"

On motion, Bill read. On motion, the Bill was adopted on its  
first reading and sent to Committee Room on Thursday,  
November 27, 2014 @ 13:15 G.M.T.

On motion, Bill taken from the Committee Room for its second  
reading. On motion, under the suspension of the rule, the  
second reading of the Bill constituted its third and final reading  
and the Bill was adopted, passed into the full force of the law  
and ordered engrossed today, Wednesday, December 10,  
2014 @ 12:19 G.M.T.

  
CHIEF CLERK, HOUSE OF REPRESENTATIVES

2014

THIRD SESSION OF THE FIFTY-THIRD  
LEGISLATURE OF THE REPUBLIC OF LIBERIA

SENATE'S ENDORSEMENT TO HOUSE'S ENGROSSED  
BILL NO. 32 ENTITLED:

"AN ACT TO ESTABLISH THE CENTRAL  
AGRICULTURAL RESEARCH INSTITUTE (CARD),  
REPUBLIC OF LIBERIA AS AN AUTONOMOUS  
AGENCY"

On motion, Bill read. On motion, the Bill was adopted on  
its first reading and sent to Committee Room on  
Thursday, December 11, 2014 @ 13:14 G.M.T.

On motion, Bill taken from the Committee Room for its  
second reading. On motion, under the suspension of the  
rule, the second reading of the Bill constituted its third and  
final reading and the Bill was adopted, passed into the full  
force of the law and ordered engrossed today, Tuesday,  
December 16, 2014 @ 12:30 G.M.T.

  
SECRETARY, LIBERIAN SENATE, R.L.



**-2014-**

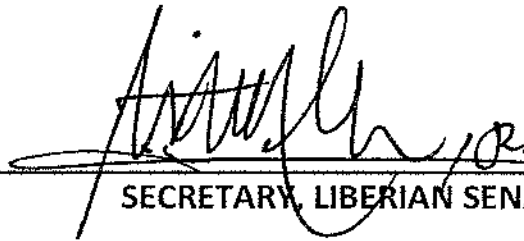
**ATTESTATION TO:**

**"AN ACT TO ESTABLISH THE CENTRAL AGRICULTURAL RESEARCH INSTITUTE (CARI), REPUBLIC OF LIBERIA AS AN AUTONOMOUS AGENCY"**



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**VICE PRESIDENT OF THE REPUBLIC OF LIBERIA/PRESIDENT OF THE SENATE**



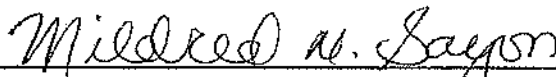
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**SECRETARY, LIBERIAN SENATE**



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**SPEAKER, HOUSE OF REPRESENTATIVES, R.L.**



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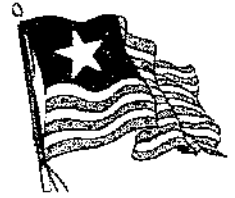
**CHIEF CLERK, HOUSE OF REPRESENTATIVES. R.L**





# THE HONORABLE HOUSE OF REPRESENTATIVES

Capitol Building  
P. O. Box 9005  
Monrovia, Liberia  
Website: www.legislature.gov.lr



*Office of the Chief Clerk*

-2014-

## THIRD SESSION OF THE FIFTY-THIRD LEGISLATURE OF THE REPUBLIC OF LIBERIA.

HOUSE'S ENROLLED BILL NO. 24 ENTITLED:

“AN ACT TO ESTABLISH THE CENTRAL AGRICULTURAL  
RESEARCH INSTITUTE (CARD), REPUBLIC OF LIBERIA AS AN  
AUTONOMOUS AGENCY”

PRESENTED TO THE PRESIDENT OF THE REPUBLIC OF LIBERIA FOR  
EXECUTIVE APPROVAL.

APPROVED THIS 22<sup>nd</sup> DAY OF DECEMBER A.D. 2014

AT THE HOUR OF 11:30 A.M.

THE PRESIDENT OF THE REPUBLIC OF LIBERIA

