**MEMORANDUM**

**TO:** All Mission Staff  
[NAME], Regional Environmental Advisor, USAID/[Region]   
[NAME], Bureau Environmental Officer  
[NAME], Regional Legal Advisor, USAID/[Region]

**FROM:** [NAME], Mission Director. (Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**DATE:** insert date

**SUBJECT:** Appointment of Mission Environmental Officer [and   
Deputy Mission Environmental Officer [optional]

If the memorandum is for a new appointment, use this paragraph: This memorandum appoints [Mr./Ms. FULL NAME] as USAID/XXXX Mission Environmental Officer (MEO). Mr./Ms. LAST NAME will serve as MEO, concurrent with [her/his] other duties, until further notice. With respect to [her/his] MEO duties, Mr./Ms. LAST NAME will, effective immediately, report directly to the Mission [Program Officer; Director].

If the memorandum confirms an existing appointment, use this paragraph instead: This memorandum confirms [Mr./Ms. FULL NAME] in her/his current role as USAID/XXXX Mission Environmental Officer (MEO). Mr./Ms. LAST NAME will serve as MEO, concurrent with [her/his] other duties, until further notice. With respect to [her/his] MEO duties, Mr./Ms. LAST NAME will, effective immediately, report directly to the Mission [Program Officer; Director].

If a Deputy MEO is being appointed concurrently, also use this paragraph:. Effective [date] and until further notice, Mr./Ms. XXXXX is appointed as the USAID/XXXX Deputy Mission Environmental Officer (D/MEO), concurrent with her/his other duties. With respect to her/his D/MEO duties, Mr/Ms. XXXXX will report directly to [Program Officer; Mission Director].

The MEO function is critical to mission compliance with USAID’s mandatory environmental procedures. These procedures are USAID’s principal mechanism to ensure environmentally sound design and management of our activities, and thus to prevent significant adverse impacts on (1) critical environmental resources and ecosystems and (2) on the health and livelihoods of beneficiaries or other groups resulting from inadequate attention to environmental issues in design and operation. They strengthen development outcomes and help safeguard the good name and reputation of USAID. USAID/XXXX is fully committed to their systematic and complete implementation. See Mission Order XXXX “Mission Implementation of USAID Environmental Policies and Procedures.” [An environmental compliance mission order is recommended AFR best practice. If a mission order is not in place, delete previous sentence.]

The MEO’s duties and responsibilities are enumerated below. Except as expressly indicated, these duties and responsibilities apply fully to the Deputy MEO.[Use preceding sentence if Deputy MEO is being appointed]. To fulfill these responsibilities, the MEO serves as a member of each SO/Sector Team.

1. **Quality and completeness reviewer for all 22 CFR 216 documents**. All Mission 22 CFR 216 documents must be cleared by the MEO or in her/his absence, by the Deputy MEO. Subsequent to MEO clearance, the documents must be forwarded for clearance to the Regional Environmental Advisor and then to the Mission Director. Following clearance by the Mission Director, 22 CFR 216 documents are forwarded to the Bureau Environmental Officer for concurrence.

These documents include all Initial Environmental Examinations (IEE), Requests for Categorical Exclusions (RCE), Environmental Assessment Scoping Statements (EASS), Environmental Assessments (EA), IEE or EA Amendments or other documents developed in fulfillment of 22 CFR 216 requirements.

1. **Environmental Compliance Advisor:** The MEO is responsible for advising Teams, Activity Managers and CORs/AORs, and Office Directors on: (1) how best to comply with USAID’s Environmental Procedures over life of project, including effective monitoring of partner implementation of the environmental mitigation measures required by IEEs and EAs; (2) how to obtain additional environmental expertise to assist in compliance with USAID’s mandatory environmental procedures.
2. **Mission Point of Contact with the Bureau Environmental Officers & Regional Environmental Advisors**: The MEO is the primary point of mission contact with the Bureau Environmental Officers and the Regional Environmental Advisor.
3. **Environmental Compliance Planner.** All Offices/Teams must collaborate effectively with the MEO during all PAD and activity designs and approvals to create a system and adequate resources to ensure compliance with USAID’s mandatory environmental procedures *over life of project.*
4. **Environmental Compliance Monitoring.** The MEO may, in the course of her/his duties, and in consultation with the Team Leader and COR/AOR, undertake desk or field-based environmental compliance monitoring of any project or activity in the Mission portfolio.
5. **Environmental Compliance Annual Reporting & 22 CFR 216 documentation tracking.** The MEO has responsibility for integrating the environmental compliance portion of the Mission Annual Report, with input from each Sector/SO Team. To support this reporting function, as well as the other responsibilities enumerated herein, the MEO will maintain, with input from the Sector/SO Teams, a log tracking the status of environmental documentation for the mission portfolio.

None of these duties and responsibilities shifts the primary responsibility for life-of-project environmental compliance that the ADS assigns to Team Leaders, Activity Managers, and COTRs/AOTRs. These functions bear primary responsibility for assuring that 22 CFR 216 documentation is developed for activities under their purview, and that any environmental conditions are implemented and monitored over life-of-project, and for additional environmental compliance requirements specified in the ADS and Mission Order XXXX “Mission Implementation of USAID Environmental Policies and Procedures.” [Use this phrase if an environmental compliance mission order is in place]

**Attachment:** Authorities and References

**AUTHORITIES AND REFERENCES**

This appointment memorandum is supported by and consistent with the following authorities and references:

**USAID Automated Directives System (ADS) Authority:**

**ADS 204.3.5.** “Each Mission Director is encouraged toappoint a Mission Environmental Officer (MEO) in writing (see recommended MEO Appointment Memorandum). When staffing patterns permit, the Mission Director also may appoint a Deputy Mission Environmental Officer to ensure timely operations in Missions when the MEO is absent, or when a Mission’s portfolio is of such size that a Mission Director judges that one or more Deputy MEOs are needed to address their Mission’s workload. These officers serve as a member of each Team in the Operating Unit in order to advise the Teams and their Activity Managers or COR/AORs on specific needs and approaches to meet 22 CFR 216requirements. The MEOs assist and advise Activity Managers or COR/AORs and their implementing partners and contractors in preparing22 CFR 216documentson new activities and monitoring compliance on ongoing activities. While the MEO assists and advises, the responsibility and accountability for successfully meeting 22 CFR 216 requirements is shared by the Team leader and each Activity Manager or COR/AOR while the ultimate responsibility is with the Mission Director.

If the Mission Directordoes not appoint an MEO, the Mission Director assumes the responsibilities and duties which would have been delegated to the MEO.”

Use this paragraph & the following one if the MEO and/or Deputy MEO is NOT a US citizen Direct Hire: **ADS Section 103.3.1.1.a** specifies that, with certain limited exceptions, “U.S. PSCs and non-U.S. citizen employees (host country and third country PSCs and Foreign Service National (FSN) direct-hire employees) [collectively non-US citizen Direct Hires] may be delegated any authority, duty, or responsibility,” and that this provision of the ADS “supersedes any other ADS provision, existing Agency policy, (for example, AIDAR) or other delegation that conflicts with this provision.”

These limited exceptions do not include the MEO function. Per **ADS 103.1.1.b.3** , “Non-USDH employees may represent the Agency and communicate planning and implementation decisions. Communications that reflect the Agency’s final policy decision must be cleared by a USDH employee.” As all Mission 22 CFR 216 documents are submitted to the Bureau Environmental Officer for his/her approval through the Mission Director, this USDH clearance requirement is automatically met.

**See also ADS 204.2.c** (Primary Responsibility: Assistance Objective Teams (Teams), Activity Managers and Contract Officer’s Representatives (CORs)/Agreement Officer’s Representatives (AORs))**; 204.2.d** (Primary Responsibility: Responsibilities of Mission Environmental Officers (MEOs) and Regional Environmental Advisors (REAs); **ADS 204.3.4** (Policy Directives and Required Procedures: Assistance Objective Teams (Teams),Activity Managers and Contract/AgreementOfficer’s Representatives(COR/AORs)).

In addition, this memorandum is consistent with and intended to operationalize the best practice duties and responsibilities of the MEO position as set out in **Africa Bureau’s *Mission Environmental Officer Handbook***.