

Illustrative MEO Work Objectives & Elements
Feb 1998. Updated January 2002.

Assumption: MEO is not a full-time position; may be as little as 5% and up to 30% of work assignment!

1. Understand and apply ADS Chapter 204 Environmental Procedures: Role as spelled out therein with respect to Reg. 216.
2. MEO serves as the “environmental conscience” of the Mission, to help “mainstream” environmental awareness in decision making, promoting integration of environmental values, enhance program design, impact and sustainability, helping to ensure that unintended consequences are avoided, and positive outcomes enhanced.
3. Monitors Operating Units’ portfolios of activities. Two key functions under reengineering should be captured:
 - a. responsibility for monitoring new mission portfolio activities to ensure that those activities have been covered in a Reg.216 review: an increasingly important function under reengineering, given the dissipation of approval actions to clear new obligating instruments
 - b. oversight and tracking of existing portfolio implementation to ensure that monitoring and mitigation actions specified are in fact being addressed.
 - c. Mitigation and monitoring of actions agreed to by the Missions as a condition of Reg. 216 approval by the BEO has always been a concern by the Agency, but this is probably the weakest link in the regulatory compliance chain at USAID.
4. Support Annual Report preparation. Two important functions arise here:
 - Do analysis for and prepare the required “Environmental Compliance” section of the AR.
 - Contribute environmental results to the Results section of the AR.
 - Contribute to Global Climate Change and other earmark reporting requirements
5. Serve as SO Team member regarding environmental compliance factors, e.g., Biosafety, Biotechnology, Transgenic organism guidance (ADS 211 draft), etc.
6. Help prepare Mission Order on Environmental Procedures (Ensuring Integration of Environmental Values into Decision Making...).
7. Support environmental capacity building among partners, esp. if PVO umbrella or other sub-granting activities take place in the Mission. Ultimately, the environmental responsibility should rest with host country counterparts...
8. Act as coach to the Food for Peace and agriculture officers managing Title II Cooperating Sponsors and the DAP IEE and CSR4 (Annual Report) Environmental Status Report submissions. MEO clears on both.
9. Help assure consistency of Mission programming with appropriate non-regulatory guidance (e.g., Biodiversity Strategy, international conventions) and other instruments such as USAID ADS S.O. Planning (ADS 201), Implementation Guidelines (ADS 203, 203), etc.
10. Serve as SOW/Team member. Contribute to/prepare/review SOWs for teams with significant environmental or natural resources components (design, evaluation, etc.), and serve as appropriate on special teams.

11. Multilateral Development Bank (MDB) program feedback. PPC often solicits Mission feedback on MDB projects up for review when pertinent to the country. Responding to these requests could be among the responsibilities of the MEO.
12. Response to requests for opinions, feedback on environmental issues, such as those requested by senior management, G Bureau, embassy, Congress, etc.
13. Special assignments. Could include donor coordination in the E/NRM sector, special requests, TDY to environmental meetings

IssuesConcerns:

- To what extent do Reg. 216 functions get captured in the work objectives of ADO/PDO/etc. responsibilities?
- Integrate MEO assignment with those of the backstop 10, 30 or 40 work objectives as the case may be...
 - perception of MEO and Reg. 216 as environmental policeman or nuisance who slows down or frustrates the process of development. MEO needs to view her/his role as a creative one, not a compliance one.
- Concerted effort is needed to raise the profile and “standing” of MEOs in the eyes of Mission management. MEO must have technical qualifications and skills to offer to the mix! And strong motivation, aided by a culture of support and encouragement.
- Re-engineering and empowerment of FSNs to serve as (co-) MEOs, but need strong technical support and orientation from REO and BEO, training, etc.
- Technical capacity and training of the MEO have a major bearing on whether a MEO is motivated.
- What relevance does being a FSN, PSC, RSSA, etc. i.e., non-USDH) have for the MEO role?
- Role in follow-up, accountability
- Turn-over in staff, institutional memory
- conceive of MEO role & responsibilities in planning, achieving, evaluating
- Professional development planning, membership in professional associations, e.g., IAIA
- Contributions to www.ane-environment.net website, etc.