

COVER SHEET
INITIAL ENVIRONMENTAL EXAMINATION (IEE) OR
CATEGORICAL EXCLUSION
FOR
DEMOCRACY AND GOVERNANCE (DG), DEVELOPMENT OBJECTIVE 1
More Effective, Accountable and Inclusive Governance

PROGRAM/ACTIVITY DATA:

Country/Region: Liberia/West Africa
Development Objective 1: More Effective, Accountable and Inclusive Governance
Program/Activity Title: Democracy and Governance Portfolio
Period Covered: FY2011 - FY2015

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Current Date: May 4, 2012

IEE Amendment (Y/N): No If "Yes," **Number & date of original IEE:** n/a

ENVIRONMENTAL ACTION RECOMMENDED:

Categorical Exclusion: ✓ Negative Determination: ✓
Positive Determination: Deferral:

ADDITIONAL ELEMENTS:

EXEMPT CONDITIONS ✓ PVO/NGO ✓

SUMMARY OF FINDINGS:

The purpose of this IEE, in accordance with 22CFR216, is to provide a review of the reasonably foreseeable effects on the environment, across the entire portfolio of existing, new, and proposed activities of the USAID/Liberia Development Objective 1/DG Portfolio Program, which encompasses the projects listed in Table 1 below.

DG programs and resources will focus on six of Liberia's 15 counties, identified by the Government of Liberia as priority Development Corridors: Bong, Grand Bassa, Lofa, Nimba, Montserrado and Margibi. Concentrating efforts in these counties will allow the program to reach 75 percent of Liberians – of whom three quarters live below the poverty line – and exploit synergies across programs to maximize results.

The DG program will be the focal point for several key issues that cut across the portfolio and will build on the successful Governance and Economic Assistance Management Assistance Program (GEMAP). The DG portfolio will manage and coordinate capacity building across all sectors to shift the focus from individual training to systems strengthening in line ministries. In addition, it will spearhead the Mission's new focus on decentralization analysis and the development of a plan to move resources and services out to the six focus counties to promote more equitable growth.

Table 1. Current and Anticipated DG Program Activities

DG Projects/Activities and Implementing Partner	LOP Funding	Start Date	End Date
Multi Donor Trust Fund for Public Financial Management	\$4,331,000	23-Feb-12	22-Feb-16
Multi Donor Trust Fund for Civil Service Reform	tbd	tbd	tbd
Liberia Governance and Economic Management Support Program (GEMS) – IBI International	\$44,902,679	1-Jul-11	30-Jun-16
Corruption in Liberia Decreases Now (CLEAN)	\$20,000,000	tbd	tbd
Civil Service Reform Support Program	tbd	tbd	tbd
Senior Executive Service (SES) Program (OP11)	\$584,000	tbd	tbd
TOKTEN (OP11)	\$584,000	1-Feb-07	30-Dec-12
Sustainable Legal Services Project (SLSP)	\$6,200,000	tbd	tbd
Legislative Strengthening Project	\$9,143,003	20-Apr-09	28-Feb-13
Justice and Security Trust Fund Support –UNDP	\$5,900,000	tbd	tbd
Land Commission Direct Funding	\$5,000,000	tbd	tbd
Strengthening Citizen Participation in Government – The Carter Center	\$4,750,987	1-Jan-10	31-Dec-12
Land Conflict Resolution Program (LCRP)	\$5,098,997	31-Aug-11	30-Aug-14
Rule of Law Land Alternative Dispute Resolution (LADR)	\$10,000,000	tbd	tbd
Building Sustainable Elections Management in Liberia – IFES	\$18,500,000	11-Sep-09	11-Sep-14
Liberia Civil Society and Media Leadership Program – IREX	\$11,977,362	26-Feb-10	26-Feb-15
Leadership and Economic Development Program for the National Rural Women’s Program of Liberia -- Women Campaign International (WCI)	\$1,399,953	25-May-10	25-May-13
Decentralization Program	\$7,000,000	tbd	tbd
Democracy and Governance Assessment and Evaluation Activities	tbd	tbd	tbd

\$155,371,981

For the purposes of environmental review, current and anticipated activities in the DG portfolio are grouped into the following classes of activities:

1. Financial management, policy, legislative, and related government capacity support
2. Capacity building for strengthened civil society and social accountability
3. Alternative dispute resolution training and development
4. Training and capacity building to rural women’s organization in organizational development, financial management, leadership, and advocacy
5. Public information campaigns
6. Assistance toward improved utilization of information technology
7. Review, assessment, and evaluation activities (including methodology pilots and special studies)
8. Small-scale refurbishment activities
9. Agricultural productivity and value-added practices

Each class of activities includes a number of activities specific to project(s) within the DG portfolio (current and planned activities). The tables below provide the environmental determinations (and conditions, where applicable) per class of activity recommended under this IEE.

Recommended Determinations and Conditions

1. Financial management, policy, legislative, and related government capacity support

Activities in Financial management, policy, legislative, and related government capacity support	Recommended Determination
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Multi Donor Trust Fund for Public Financial Management

Technical assistance, input, and guidance toward improved financial management, fiscal reporting, standards, and budget framework	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Install payment systems to decrease the opportunity for fraud	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Training and technical assistance toward building the capacity of customs authority and tax automation	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Training key county level officials in financial and human resource management, procurement, and community-based budgeting	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Coordination, institutional capacity building, and monitoring of change management, state-owned enterprises, and project fiduciary responsibilities	Negative Determination pursuant to §216.3(c)(2)(iii) is recommended for this component subject on the condition that: All training, capacity building, technical assistance, and advising on business start-up, financial management, and procurement assure that agencies/entities are informed of any environmental management obligations pertaining under local law or policy, and that due diligence is performed regarding the organizations' capacity to meet such obligations before final permission to operate with USAID support is granted.

Liberia Governance and Economic Management Support Program (GEMS)

Training, capacity building, technical assistance, and advising on business and financial management, planning, procurement procedures, policies, and regulations	Negative Determination pursuant to §216.3(c)(2)(iii) is recommended for this component subject on the condition that: All training, capacity building, technical assistance, and advising on business start-up, financial management, and procurement assure that agencies/entities are informed of
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Activities in Financial management, policy, legislative, and related government capacity support		Recommended Determination
		any environmental management obligations pertaining under local law or policy, and that due diligence is performed regarding the organizations' capacity to meet such obligations before final permission to operate with USAID support is granted.
Multi-Donor Trust Fund for Economic Governance		
Technical assistance, capacity building inputs, and guidance toward strengthened planning and budgeting capacities for enhanced budget credibility, a fully functioning modern accounting system, improved security of the payroll system, and strengthened cash management		Negative Determination pursuant to §216.3(c)(2)(iii) is recommended for this component subject on the condition that: All training, capacity building, technical assistance, and advising on business start-up, financial management, and procurement assure that agencies/entities are informed of any environmental management obligations pertaining under local law or policy, and that due diligence is performed regarding the organizations' capacity to meet such obligations before final permission to operate with USAID support is granted.
Support for the establishment of a modern internal audit service		Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Strengthening of revenue mobilization		Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Corruption in Liberia Decreases Now (CLEAN)		
Building capacity, systems, and structures toward improved public oversight of GOL governance		Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Training for LACC personnel to conduct thorough investigations		Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Senior Executive Service (SES) Program and TOKTEN		
Short-term deployment of consultants for specific tasks related to civil service reform and management in their country of origin		Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Senior Executive Service (SES) Program, TOKTEN, Civil Service Reform Support Program, and Multi-Donor Trust for Civil Service Reform		
Strengthening the executive management of government institutions through the injection of top notch professionals able to spearhead and manage change in the public sector		Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

Activities in Financial management, policy, legislative, and related government capacity support		Recommended Determination
• Technical assistance and input to reform administrative systems and procedures for effective human resource management with emphasis on merit, performance, service culture, and result orientation		Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
• Capacity building and revitalization of agencies and institutions in which returning Liberian expatriate nationals will work, in order to help in the nation building process		Negative Determination pursuant to §216.3(c)(2)(iii) is recommended for this component subject on the condition that: All training, capacity building, technical assistance, and advising on business start-up, financial management, and procurement assure that agencies/entities are informed of any environmental management obligations pertaining under local law or policy, and that due diligence is performed regarding organizations' capacity to meet such obligations before final permission to operate is granted.

Sustainable Legal Services Program (SLSP)

• Operational support to ongoing work at each institution that targets public access to justice, affordable legal services	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
• Skills development for legal professionals	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
• Technical assistance to assist each institution in developing prospects for leveraging domestic capital from the GOL, commercial banks, other donors, and the private sector, including use of GDAs and the DCA, as applicable	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

Legislative Strengthening/ Supporting the Modernization and Development of the Legislature as a Co-equal Branch of Government Project

• Developing sustainable systems and institutional practices that improve the effectiveness of the legislature	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
• Improving the ability of legislative staff to respond to current members' requests and manage the day-to-day operations of the legislature	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
• Enhancing the capacity of current legislators to fulfill their representative, lawmaking, and oversight roles	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

Activities in Financial management, policy, legislative, and related government capacity support		Recommended Determination
Justice and Security Trust Fund Support (UNDP)		
Technical assistance, training, capacity building, and advice on policies and regulations		Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Direct Support to the Land Commission		
Land policy development (specifically relating to land tenure)		Negative Determination pursuant to §216.3(c)(2)(iii) is recommended for this component subject on the condition that: Major policy development related to land tenure should assure that agencies/entities are informed of any environmental management obligations pertaining under local law or policy, and that due diligence is performed regarding organizations' capacity to meet such obligations before final permission to operate is granted.
Development of alternative dispute resolution (ADR) mechanisms		Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Integration of ADR into judicial processes through establishment of ties between the formal and informal justice system in resolving land disputes		Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Ensure proper record keeping for all land transactions		Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Provide training to public sector judicial and land conflict resolution actors		Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Liberia Land Conflict Resolution Project (LCRP) and Rule of Law Land Alternative Dispute Resolution (LADR)		
Hire a liaison between the Land Commission, the 1207 program and the Liberian judiciary to bridge the gap between customary and legal land dispute methodologies		Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Elections Project /Building Sustainable Election Management in Liberia (IFES)		
Provide technical assistance that enhances the capacity of the National Elections Commission		Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Strengthen capacity of legislative committees to perform lawmaking roles and to exercise constructive executive branch oversight		Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

Activities in Financial management, policy, legislative, and related government capacity support		Recommended Determination
Strengthen capacity of legislators to represent constituent interests		Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Training and technical assistance to specific departments of the NEC to include voter registration department, data center, boundary delimitation, and training for the 19 regional election officials		Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Provision of resident experts to mentor key NEC officials		Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Capacity building in general operations and management of the NEC, including budgeting, logistics and planning, procurement, training, and asset management		Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

2. Capacity building for strengthened civil society and social accountability

Activities in Capacity building for strengthened civil society and social accountability	Recommended Determination
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Multi Donor Trust Fund for Public Financial Management

Strengthening public procurement oversight, internal audit and controls, and external legislative oversight	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Promoting civil society and social accountability	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

Corruption in Liberia Decreases Now (CLEAN)

Mobilizing the citizenry to demand accountability from their government and report corruption	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
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Elections Project /Building Sustainable Election Management in Liberia (IFES)

Enhance citizen participation in electoral process	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
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Strengthening Citizen Participation in Government

Strengthen ability of citizens to communicate their interests to legislators and assist Liberians in holding elected/public officials accountable	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Engage CSOs who conduct civic and voter education events and observation to improve communications and planning	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

Activities in Capacity building for strengthened civil society and social accountability	Recommended Determination
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Liberia Civil Society and Media Leadership (CSML) program

Conduct “complete journalist” training program for reporters at national journals, radio stations, and community radio stations	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Conduct in-depth investigative journalism training for watchdog reporters	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Establish web-based content sharing site for community radio stations to access more information	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Training for radio hosts to produce more call in, interactive radio programming concerning public affairs	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Establish CSO networks to increase peer-to-peer capacity building	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Train partner CSOs in financial management, administration, fund-raising, networking, and organizational capacity development	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Train governance and accountability CSOs to monitor government performance and to influence the direction of public policy	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

Leadership and Economic Development Program for the National Rural Women’s Program of Liberia

Promotion of civic participation of NRWP officials and members	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
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3. Alternative dispute resolution training and development

3. Activities in Alternative dispute resolution training and development	Recommended Determination
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Direct Support to the Land Commission

Provide alternate dispute resolution training to traditional leaders to apply in land disputes	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Train community legal advisors to assist communities manage and solve local level land disputes	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

Liberia Land Conflict Resolution Project (LCRP) and Rule of Law Land Alternative Dispute Resolution (LADR)

Develop clan-level dispute resolution entities to provide legally recognized ADR services	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
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4. Training and capacity building to rural women's organization in organizational development, financial management, leadership, and advocacy

Activities in rural women's training and capacity building	Recommended Determination
Leadership and Economic Development Program for the National Rural Women's Program of Liberia	
• Training and technical capacity building in organizational development, leadership capacity, and advocacy skills	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
• Provision of leadership resources and networking opportunities for NRWP members and election officials	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
• Training and technical capacity building in financial knowledge and business skills	Negative Determination pursuant to §216.3(c)(2)(iii) is recommended for this component subject on the condition that: All training, capacity building, technical assistance, and advising on business start-up, financial management, and procurement assure that agencies/entities are informed of any environmental management obligations pertaining under local law or policy, and that due diligence is performed regarding organizations' capacity to meet such obligations before final permission to operate is granted.

5. Public information campaigns

Activities in Public Information Campaigns	Recommended Determination
Corruption in Liberia Decreases Now (CLEAN)	
• Education the citizenry about their rights and new laws	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Direct Support to the Land Commission	
• Conduct civic education on new policies and ADR services	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Liberia Land Conflict Resolution Project (LCRP) and Rule of Law Land Alternative Dispute Resolution (LADR)	
• Provide technical input and written content for a public information campaign that will raise awareness of land rights issues and provide information on ADR mechanisms	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

Elections Project /Building Sustainable Election Management in Liberia (IFES)

Provide civic and voter education and encourage citizen participation in the political process, including constitutional and legal reform	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
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6. Assistance toward improved utilization of information technology

Activities in Assistance toward improved utilization of information technology	Recommended Determination
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Liberia Governance and Economic Management Support Program (GEMS)

Wireless services and assistance to targeted ministries and agencies to utilize IT more effectively	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
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Liberia Civil Society and Media Leadership (CSML) program

Create and implement cell-phone based free content sharing applications to disseminate news and public information	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
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7. Review, assessment, and evaluation activities (including methodology pilots and special studies)

Activities in Assessment and Evaluation	Recommended Determination
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Multi Donor Trust Fund for Public Financial Management

Reviews of fiscal policy and the PFM legal framework	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings
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Liberia Governance and Economic Management Support Program (GEMS)

Capacity assessments	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings
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Sustainable Legal Services Program (SLSP)

Institutional assessments of each institution to identify and prioritize areas for intervention	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings
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Direct Support to the Land Commission

Establish and test ADR methodologies in coordination with the Land Commission	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
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Activities in Assessment and Evaluation	Recommended Determination
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Liberia Land Conflict Resolution Project (LCRP) and Rule of Law Land Alternative Dispute Resolution (LADR)

Pilot dispute resolution methodologies that incorporate guidance from the Land Dispute Task Force and ADR “best practices” and “lessons learned”	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings
Establish property rights inventories in 19 towns and villages	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings
Develop and implement a Project Impact Assessment that will measure the efficacy of different dispute resolution approaches and how these approaches affect stakeholder perceptions of land conflict risk and tenure security	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings

Elections Project /Building Sustainable Election Management in Liberia (IFES)

Post-election assessment and evaluation of NEC performance to inform programming interventions	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings
Assess public attitudes about political processes, political parties, government effectiveness and corruption	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings

Decentralization

County-level assessment to inform the development and implementation of USAID/Liberia’s decentralization strategy	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings
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Democracy and Governance Program Evaluation and Assessment Activities

Quantitative demographic and opinion surveys	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings
Qualitative data collection among identified institutional decision-makers, key stakeholders, and community members	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings
Secondary data review and analysis	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings

8. Small-scale refurbishment activities

Activities in Small-scale refurbishment	Recommended Determination and Conditions
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Multi Donor Trust Fund for Public Financial Management

a) Establish county treasuries, which may include basic internal renovation of existing county accounting offices	Negative Determination pursuant to §216.3(c)(2)(iii) is recommended for this component subject on the condition that: 1. Good practice design standards are implemented for planned activities generally consistent with USAID's <i>Environmental Guidelines for Small-Scale Activities in Africa (construction chapter)</i> at http://www.encapafrica.org/egssaa.htm. 2. There are no complicating factors. The site is not within 30m of a permanent or seasonal stream or water body, will NOT involve displacement of existing settlement/ inhabitants, has an average slope of less than 5%, and is not heavily forested or in an otherwise undisturbed local ecosystem. 3. Construction management. The Environmental Review Form (at www.encapafrica.org/compliance.htm) process must impose the following refurbishment management requirements: (1) During refurbishment, prevent sediment-heavy run-off from cleared site or material stockpiles to any surface waters or fields with berms, by covering sand/dirt piles, or by choice of location. (Only applies if refurbishment occurs during rainy season.); (2) Refurbishment must be managed so that no standing water on the site persists more than 4 days; (3) Implementing Partners (IPs) must require their general contractor to certify that it is not extracting fill, sand or gravel from waterways or ecologically sensitive areas, nor is it knowingly purchasing these materials from vendors who do so; (4) IPs must identify and implement any feasible measures to increase the probability that timber is procured from legal, well-managed sources. 4. Designs must provide for drainage, sanitation and fresh water, as appropriate and if applicable; note that facilities must provide sanitation. 5. Operations. Where USAID does not have operational
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Activities in Small-scale refurbishment	Recommended Determination and Conditions
	responsibility, the IP must work with the responsible party to develop a practical environmental management protocol and maximize the probability that it will continue to be implemented after project hand-off.
b) Establishment of revenue authority and <i>Tax Automation (SIGTAS)</i> , which may include the refurbishment of collectorate sites in rural areas	Negative Determination pursuant to 216.3(a)(2)(iii) is recommended for this component subject on the condition that: 1. Good practice design standards. Good practice design standards must be implemented for renovation works generally consistent with USAID's <i>Environmental Guidelines for Small-Scale Activities in Africa (construction chapter)</i> at http://www.encapafrica.org/egssaa.htm. 2. No complicating factors. The site is not within 30m of a permanent or seasonal stream or water body, will NOT involve displacement of existing settlement/ inhabitants, has an average slope of less than 5% and is not heavily forested or in an otherwise undisturbed local ecosystem. 3. Construction management. The Environmental Review Form (at www.encapafrica.org/compliance.htm) process must impose the following renovation management requirements: (1) During renovation, prevent sediment-heavy run-off from cleared site or material stockpiles to any surface waters or fields with berms, by covering sand/dirt piles, or by choice of location. (Only applies if renovation occurs during rainy season.); (2) Renovation must be managed so that no standing water on the site persists more than 4 days; (3) Implementing Partners (IPs) must require their general contractor to certify that it is not extracting fill, sand or gravel from waterways or ecologically sensitive areas, nor is it knowingly purchasing these materials from vendors who do so; (4) IPs must identify and implement any feasible measures to increase the probability that timber is procured from legal, well-managed sources. 4. Designs must provide for drainage, sanitation and fresh water, as appropriate and if applicable; note that facilities must provide sanitation. 5. Operations. Where USAID does not have operational responsibility, the IP must work with the responsible party to develop a practical environmental management protocol and maximize the probability that it will continue to be implemented after project hand-off.

9. Agricultural productivity and value-added practices

Activities in Agricultural productivity and value-added practices

Recommended Determination and conditions

Leadership and Economic Development Program for the National Rural Women's Program of Liberia

• Training in modern crop/agricultural production	Certain input supply interventions present a specific risk of negative environmental impact. Accordingly, a negative determination pursuant to §216.3(c)(2)(iii) is recommended for this component subject to the following conditions: ▪ The provision/distribution, promotion of, and training in use of fertilizers must conform to best practices outlined in the Africa Bureau Fertilizer Fact Sheet (available at http://www.encapafrica.org/egssaa/AFR_Fertilizer_Factsheet_Jun04.pdf) ▪ No bio-engineered products (e.g., seeds, cuttings, etc.) may be introduced or supported. The proposed use of any bio-engineered or GMO products will require an amendment to this IEE and, as applicable, completion of USAID's bio-safety review process. Additional information on USAID Bio-safety Procedures is (available at http://www.encapafrica.org/meo_resources/Biosafety_5Feb2010.pdf). ▪ The procurement, use, promotion of, or training in use of pesticides, including herbicides and fungicides, is disallowed until such time that a Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP) is completed pursuant to 22CFR Regulation 216.3 (b)—USAID pesticide procedures—and duly approved. ▪ The promotion of and/or training in use of power tillers, threshing machines, or other labor-saving farm machinery (motorized or not) shall demonstrate and advocate the wearing of appropriate Personal Protective Equipment (PPE) (e.g., boots, gloves, respirator, safety goggles, etc.) ▪ No undisturbed or substantially un-degraded wetland shall be converted to agricultural use, specifically, lowland rice cultivation; expansion of the land area used to cultivate lowland rice is restricted to rehabilitation of pre-existing agricultural land or otherwise degraded wetland. ▪ Land preparation activities shall integrate best
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Activities in Agricultural productivity and value-added practices	Recommended Determination and conditions
	management practices reflecting local soil conditions, climate and hydrology in order to reduce erosion (wind and water), limit potentially nutrient-rich agricultural run-off, and, for irrigation, limit farm and conveyance losses.
• Training in food preservation, and packing techniques	Certain input supply interventions present a specific risk of negative environmental impact. Accordingly, a negative determination pursuant to §216.3(c)(2)(iii) is recommended for this component subject to the following conditions: • Small dumps or waste treatment sites will be sited far away from surface or groundwater water sources. • Any harmful chemical waste will be handled appropriately and separated from organic waste, as well as disposed of in a way that prevents chemicals from leaching into ground or surface waters. • Water use is minimized.

General Restrictions (reproduced verbatim from section 4.1 of the IEE)

1. **GMOs/LMOs:** For purposes of compliance with USAID procedures, genetically modified organisms (GMOs) or living modified organisms (LMOs) are defined as “living organisms modified by genetic engineering techniques” and include, for example, plants, micro-organisms, live animal vaccines (if used outside a contained area and not approved in the US), animals, and insects.

This IEE does not authorize support for laboratory- or field-based research involving GMOs/LMOs, nor does it authorize support for multiplication or dissemination upon release of GMOs/LMOs. Support for laboratory research involving GMOs/LMOs in contained facilities would require an approved amendment to this IEE. Support for field testing or open release of GMOs/LMOs would require successful review under USAID’s Biosafety Procedures (see: www.encapafrika.org/meo_resources/Biosafety_5Feb2010.pdf) followed by an approved IEE amendment. Liberian national requirements must be met in either case.

2. **PESTICIDES.** This IEE does not authorize support for pesticide procurement and/or use. All activities that fall outside of the category of controlled experimentation exclusively for the purpose of research and field evaluation and entail the procurement and/or use of pesticides would require a Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP) conducted in accordance with USAID Pesticide Procedures (22 CFR 216.3(b)). Support for activities involving the procurement and/or use of pesticides would require an approved amendment to this IEE and a successful review of a PERSUAP submitted in accordance to 22 CFR 216.3(b). No funds shall be obligated or expended for the procurement or use of pesticides under this IEE.

General Project Implementation and Monitoring Requirements (reproduced verbatim from section 4.2 of the IEE)

In addition to the specific conditions enumerated in Section 3, the negative determinations recommended in this IEE are contingent on full implementation of the following general monitoring and implementation requirements:

1. **IP Briefings on Environmental Compliance Responsibilities.** The DG team shall provide each implementing partner (IP) with a copy of this IEE. Each IP shall be briefed on their environmental compliance responsibilities by their COR/AOR. Such briefings will identify the IEE conditions applicable to each IP's activities.
2. **Development of an EMMP.** Each IP whose activities are subject to one or more conditions set out in section 3 of this IEE shall develop and provide to the COR/AOR for review and approval an Environmental Mitigation and Monitoring Plan (EMMP) that clearly documents how their project will implement and verify all IEE conditions and mitigation measures that apply to their activities.

These EMMPs shall identify how the IP will ensure that IEE conditions that apply to activities supported under sub-contracts and sub-grants are implemented. In the case of large sub-grants or sub-contracts, the IP may elect to require the sub-grantee/sub-contractor to develop their own EMMP. A sample EMMP format is included as ANNEX A to this IEE.

3. **Integration and implementation of EMMP.** Each IP shall integrate their EMMP into their project work plan and budgets, implement the EMMP, and report on its implementation and findings as an element of regular project performance reporting.

IPs shall ensure that sub-contractors and sub-grantees integrate implementation of IEE conditions, where applicable, into their own project work plans and budgets, and report on their implementation and findings as an element of sub-contract or grant performance reporting.

4. **Integration of compliance responsibilities in prime and sub-contracts and grant agreements.**
 - a. The DG team leader shall ensure that any future contracts or agreements for implementation of a project, and/or significant modification(s) to current contracts/agreements shall reference and require compliance with the conditions set out in this IEE, as required by ADS 204.3.4.a.6 and ADS 303.3.6.3.e.
 - b. IPs shall ensure that future sub-contracts and sub-grant agreements, and/or significant modification(s) to existing agreements reference and require compliance with relevant elements of these conditions.
5. **Assurance of sub-grantee and sub-contractor capacity and compliance.** IPs shall ensure that sub-grantees and sub-contractors have the capacity to implement the relevant requirements of this IEE. The IP shall, as and if appropriate, provide training to sub-grantees and sub-contractors in their environmental compliance responsibilities and in environmentally sound design and management (ESDM) of their activities.
6. **DG Team monitoring responsibility.** As required by ADS 204.5.4, the DG team will actively monitor and evaluate whether the conditions of this IEE are being implemented effectively and whether there are new or unforeseen consequences arising during implementation that were not identified and reviewed in this IEE. If new or unforeseen consequences arise during implementation, the team will suspend the activity and initiate appropriate further review in accordance with 22 CFR 216. USAID monitoring activities shall include regular site visits.

7. **New or modified activities.** As part of its work plan and all annual work plans thereafter, IPs, in collaboration with their COR/AOR, shall review all on-going and planned activities to determine if they are within the scope of this IEE.

If any IP adds new activities or makes substantial modifications to existing activities, an amendment to this IEE addressing these activities shall be prepared for USAID review and approval. No such new activities shall be undertaken prior to formal approval of this amendment.

Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.

8. **Compliance with Host Country Requirements.** Nothing in this IEE substitutes for or supersedes IP, sub-grantee, and sub-contractor responsibility for compliance with all applicable host country laws and regulations. The IP, sub-grantees, and sub-contractors must comply with host country environmental regulations unless otherwise directed in writing by USAID; however, in case of conflict between host country and USAID regulations, the latter shall govern.

APPROVAL OF ENVIRONMENTAL ACTION RECOMMENDED:

Activity title: DEMOCRACY AND GOVERNANCE, DEVELOPMENT OBJECTIVE 1: More Effective, Accountable and Inclusive Governance, Umbrella II E,

CLEARANCE:

Mission Director:

[Signature]
Patricia Rader

Date:

2/9/12

CONCURRENCE:

AFR Bureau Environmental
Officer

[Signature]
Brian Hirsch

Date:

5/22/12

Approved: ☒

Disapproved: ☐

File Name (USAID/Liberia):

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ADDITIONAL CLEARANCES:

Acting DO Team Leader:

[Signature]
foV Kristin Joplin

Date:

5/8/2012

Mission Environmental
Officer:

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Laura Arnison

Date:

5/8/12

Regional Environmental
Officer:

*via e-mail * Mike Donald*
Benjamin Opoku

Date:

5/7/12

** email attached*

Regional Environmental
Advisor:

[Signature]
Robert Buzzard or Anne Dix

Date:

5/7/12

APPROVAL OF ENVIRONMENTAL ACTION RECOMMENDED:

Activity title: **DEMOCRACY AND GOVERNANCE, DEVELOPMENT OBJECTIVE 1: More Effective, Accountable and Inclusive Governance**, Umbrella IEE

CLEARANCE:

Mission Director: _____ Date: _____
Patricia Rader

CONCURRENCE:

AFR Bureau Environmental _____ Date: _____
Officer Brian Hirsch

Approved: ☐

Disapproved: ☐

File Name (USAID/Liberia):

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approved 7 May 12.docx

ADDITIONAL CLEARANCES:

Acting DO Team Leader: _____ Date: _____
Kristin Joplin

Mission Environmental
Officer: _____ Date: _____
Laura Arntson

Regional Environmental
Officer: _____ Date: _____
Michael Donald for Benjamin
Opoku

Regional Environmental
Advisor: _____ Date: _____
Anne Dix

**INITIAL ENVIRONMENTAL EXAMINATION (IEE) FOR
DEMOCRACY AND GOVERNANCE (DG) DEVELOPMENT OBJECTIVE 1
More Effective, Accountable and Inclusive Governance**

PROGRAM/ACTIVITY DATA:

Country/Region:	Liberia/West Africa
Development Objective 1:	More Effective, Accountable and Inclusive Governance
Program/Activity Title:	Democracy and Governance Portfolio
Functional Objective:	Strengthening Governance and the Rule of Law
Period Covered:	FY2011 - FY2015
Current Date:	May 4, 2012

1.0 BACKGROUND AND ACTIVITY/PROGRAM DESCRIPTION

1.1 Purpose and Scope of IEE

The purpose of this IEE, in accordance with 22CFR216, is to provide the first review of the reasonably foreseeable effects on the environment, as well as recommended Threshold Decisions, of each activity within the portfolio of existing, new, and proposed activities of the USAID/Liberia Democracy and Governance pillar managed by the DG Team. Development Objective 1: More Effective, Accountable and Inclusive Governance encompasses the projects listed in Table 1 below. This IEE provides a brief statement of the factual basis for a threshold Decision as to whether an Environmental Assessment or an Environmental Impact Statement is required for the activities managed under this portfolio.

Development of this single IEE for the DG DO 1 was undertaken for organizational and programmatic reasons. Specifically, it should better enable the DG Team to oversee environmental compliance of the DG portfolio. In addition, this IEE sets out implementation procedures intended to assure that conditions in this IEE are translated into project-specific mitigation measures, if/as required, and to assure systematic compliance with this IEE during project/activity implementation. These procedures are themselves a general condition of approval for the IEE, and their implementation is therefore mandatory.

This IEE is a critical element of a mandatory environmental review and compliance process meant to achieve environmentally sound activity design and implementation. It supersedes any other IEE currently covering the USAID/DG Team portfolio.

1.2 Background

USAID/Liberia's Democracy and Governance program activities focus on supporting the GOL in defining, promulgating, and enforcing laws, policies, and procedures that allow for the allocation of resources, authority, and expertise. The DG program will be the focal point for several key issues that cut across the portfolio and will build on the successful Governance and Economic Assistance Management Assistance Program (GEMAP). The DG portfolio will manage and coordinate capacity building across all

sectors to shift the focus from individual training to systems strengthening in line ministries. In addition, it will spearhead the Mission's new focus on decentralization analysis and the development of a plan to move resources and services out to the six focus counties to promote more equitable growth.

1.2.1 Liberia's Physical and Socio-Economic Profile

Founded in 1847, Liberia is the oldest republic in Africa. Lying on the west coast of Africa, the Republic of Liberia is bordered by Sierra Leone, Guinea, Côte d'Ivoire and the Atlantic Ocean. The latest national census, conducted in 2008 puts the population at 3,476,608 people, although recent data estimates place the Liberian population at just less than 3.8 million.¹ The area of Liberia 111,369 square kilometers (43,000 sq. mi.)—96,320 square kilometers of its area is land and 15,049 square kilometers is water.

Liberia endured a prolonged civil war from 1989 to 2003, which contributed to significant internal and international displacement, along with mass impoverishment, the collapse of law and order, and ruin of public and social infrastructure, including the existing but weak water and sanitation facilities, schools, health clinics, and other structures.

The socio-economic damage inflicted by Liberia's civil war was enormous. Commercial and productive activities were disrupted as warlords looted and vandalized the country. GDP fell by 90 percent between 1987 and 1995, one of the most massive economic collapses ever recorded. Post-war, poverty remains stubbornly high. Per capita GDP is only around U. S. \$200. A Core Welfare Indicators Questionnaire (CWIQ) conducted in 2007 revealed a national poverty rate of 63.8 percent, and in spite of increased GDP growth, there are no data to indicate that rates of poverty have declined since that time. The high poverty rate is an important element in Liberia's ranking of 162 out of 169 countries for which data are available on the 2010 Human Development Index.

- There is still a tremendous consolidation of power in the hands of the small Monrovia-based elite and the majority of Liberians perceive very few avenues for upward mobility
- Due mainly to the effects of the long civil conflict, capacity at all levels of society is dismally low
- Liberia cannot yet guarantee security to its citizens without significant international support; security sector reform is lagging and this is compounded by the fact that Liberia is within a very unstable region of Africa
- For all the improvement in the Corruption Perceptions Index rankings, corruption remains a serious problem and there is widespread belief that senior government officials are not held accountable for corrupt actions
- The land tenure system in Liberia is broken and has the potential to lead to conflict if left unresolved

1.2.2 Liberia's Democracy and Governance Sector Profile

The general lack of capacity in government is a significant hurdle. As a result of the war, infrastructure has been demolished or looted, systems broken, and human resources lost to flight or lacking training. The basic functioning of the public administration from Monrovia to the district level is critically low. Long-term national capacity building for the civil service will

¹ July 2011 estimate. CIA World Fact Book. Accessible at <https://www.cia.gov/library/publications/the-world-factbook/geos/li.html>

remain a priority, in order to better enable the government to deliver services. The ability of the government to maintain peace and stability and to provide basic services in the long term hinges on two things: 1) the government's capacity to raise public revenues and manage them transparently; and 2) its ability to foster an enabling environment that encourages private sector investment and social cohesion. Social cohesion is key in this country whose people went to war with one another due largely to a legacy of exclusionary politics. Both government and civil society have a vital role to play in creating national cohesion necessary for long-term development. Capacity building for the Government of Liberia (GOL) to perform this vital function is at the heart of this development objective.

The democratically-elected government of President Ellen Johnson-Sirleaf is committed to equitable growth and greater transparency and accountability in the management of resources and delivery of services. The GOL's initial roadmap for national development, the Liberia Poverty Reduction Strategy (PRS), was developed through an inclusive and participatory process, with public consultations held in every county and district. She was re-elected in the fall of 2011, we expect these commitments to participatory development to continue.

1.3 Description of the Democracy and Governance (DG) Program Activities

Programs and resources will be focused in six of Liberia's 15 counties, identified by the Government of Liberia (GOL) as priority Development Corridors: Bong, Grand Bassa, Lofa, Nimba, Montserrado and Margibi.

Two-track approach

DO1 work will continue on capacity building, institutional strengthening and system strengthening. All DG interventions will focus on improving the performance of the government, both centrally and at the county level. Programs under IR 1.1 will directly support the GOL's National Capacity Development Strategy in several key ministries, agencies, and commissions. Institutional strengthening will also take the form of integrating information technology into all activities to help the GOL take advantage of technology to improve management of public resources, delivery of public information, service delivery, and mobile banking.



Sustainable development underlies all our DG programs. USAID/Liberia proposes a focused approach to governance to assist the GOL to better manage public resources toward economic growth and opportunities for a healthy, productive, and competitive population. DG programming already includes a shift toward sustainability through the training of legal professionals within a law school and judicial training institute in Liberia. DG also supports the government's public service training institute toward becoming a sustainable operation by charging affordable fees and providing quality training for public servants. All DG programs will have built-in monitoring and evaluation frameworks to determine if critical targets and benchmarks are being met.

1.3.1 Results Framework – Development Objective (DO) and Intermediate Results (IRs)

DO 1: More effective, accountable and inclusive government
IR 1.1: Public Resources Managed More Transparently and Accountably
Sub-IR 1.1.1 GOL institutes and utilizes tools of prudent fiscal management
Sub-IR 1.1.2 Increased public and civil society capacity to reduce corruption
Sub-IR 1.1.3 Local systems for governance capacity development strengthened
IR 1.2: Improved Policies, Models, and Providers Increase Access to Justice
Sub-IR 1.2.1 Increased capacity of judicial and legal training institutions
Sub-IR 1.2.2 Formal and informal systems resolve land disputes in an accepted standardized process
IR 1.3: Strengthened Capacity to Implement Election Processes
Sub-IR 1.3.1 NEC manages full election cycle with decreased technical support
Sub-IR 1.3.2 Domestic CSOs conduct effective civic and voter education campaigns
IR 1.4: Civil society and media exercise their advocacy and oversight roles
Sub-IR 1.4.1 Civil society strengthened to play watchdog role
Sub-IR 1.4.2 Increased accuracy and impartiality of target media

1.3.2 The DG portfolio consists of the current and planned activities listed in the table below:

Table of Current and Anticipated DG Program Activities

DG Projects/Activities and Implementing Partner	LOP Funding	Start Date	End Date
Multi Donor Trust Fund for Public Financial Management	\$4,331,000	23-Feb-12	22-Feb-16
Multi Donor Trust Fund for Civil Service Reform	tbd	tbd	tbd
Liberia Governance and Economic Management Support Program (GEMS) – IBI International	\$44,902,679	1-Jul-11	30-Jun-16
Corruption in Liberia Decreases Now (CLEAN)	\$20,000,000	tbd	tbd
Civil Service Reform Support Program	tbd	tbd	tbd
Senior Executive Service (SES) Program (OP11)	\$584,000	tbd	tbd
TOKTEN (OP11)	\$584,000	1-Feb-07	30-Dec-12
Sustainable Legal Services Project (SLSP)	\$6,200,000	tbd	tbd
Legislative Strengthening Project	\$9,143,003	20-Apr-09	28-Feb-13
Justice and Security Trust Fund Support –UNDP	\$5,900,000	tbd	tbd
Land Commission Direct Funding	\$5,000,000	tbd	tbd

Strengthening Citizen Participation in Government – The Carter Center	\$4,750,987	1-Jan-10	31-Dec-12
Land Conflict Resolution Program (LCRP)	\$5,098,997	31-Aug-11	30-Aug-14
Rule of Law Land Alternative Dispute Resolution (LADR)	\$10,000,000	tbd	tbd
Building Sustainable Elections Management in Liberia – IFES	\$18,500,000	11-Sep-09	11-Sep-14
Liberia Civil Society and Media Leadership Program – IREX	\$11,977,362	26-Feb-10	26-Feb-15
Leadership and Economic Development Program for the National Rural Women’s Program of Liberia -- Women Campaign International (WCI)	\$1,399,953	25-May-10	25-May-13
Decentralization Program	\$7,000,000	tbd	tbd
Democracy and Governance Assessment and Evaluation Activities	tbd	tbd	tbd

\$155,371,981

The DG portfolio activities included in the table above are aligned with the intermediate results and sub-intermediate results and briefly described below.

DO 1: More effective, accountable and inclusive government

IR 1.1: Public Resources Managed More Transparently and Accountably

USAID will provide robust support to the LACC (Liberia Anti-Corruption Commission) to ensure it serves not only as an effective enforcement agency, but also, through its presence, as a disincentive to potentially corrupt officials. USAID will also ensure broad civic awareness of what constitutes corruption and how society can play a role in deterring corrupt practices. Under this DO USAID will largely focus on national level institutions. USAID will work with up to six county administrations to improve financial management, procurement, and human resources systems and procedures, as well as more transparent management of central government-disbursed county development funds.

There is not a tradition of public involvement in budget decisions; so many county executives have been accused of abusing the fund for their own political advancement. We will initially conduct an assessment of the decentralization process, and then design cross cutting activities to assist in managing public resources at the county level. To achieve this result, USAID will focus on three inter-connected sub IRs:

Sub-IR 1.1.1 GOL institutes and utilizes tools of prudent fiscal management

Sub-IR 1.1.2 Increased public and civil society capacity to reduce corruption

Sub-IR 1.1.3 Local systems for governance capacity development strengthened

Toward achievement of sub-IRs, a number of activities have been identified and are described below.

Multi Donor Trust Fund for Public Financial Management

The Government of Liberia, in partnership with multilateral and bilateral development partners, has implemented a wide range of public financial management (PFM) reforms covering aspects of policy, legislation, and institutional arrangements and systems. While enormous progress has been made in introducing PFM reforms, significant challenges remain, in strengthening

transparency and accountability mechanisms. The MDTF project contributes to transparency and accountability by reinforcing compliance with the PFM rules and systems through a host of intervention models, including strengthened internal and external audit, as well as a strengthened oversight capacity of the legislature and non-state-actors over the executive management of public finances. The MDTF will focus on five program components: 1) enhancing budget planning systems, coverage and credibility; 2) strengthening the PFM legal framework and budget execution; 3) revenue mobilization and administration; 4) enhancing transparency and accountability; and 5) program governance and project management. Specific activities include:

- Providing technical assistance, input, and guidance to enhance the macro-fiscal framework, standards, fiscal reporting, and budget framework
- Install payment systems at the central bank to decrease the opportunity for fraud
- Conduct reviews of fiscal policy and the PFM legal framework
- Technical assistance toward improved treasury, cash, debt, and donor project financial aid management
- Establishment of county treasuries, which may include basic internal renovation of existing county accounting offices
- Training and technical assistance provided toward building the capacity of customs authority and tax automation
- Establishment of revenue authority, which may include the refurbishment of collectorate sites in rural areas
- Strengthening of public procurement oversight, internal audit and controls, and enhancing external legislative oversight
- Promoting civil society and social accountability
- Training key county level officials in financial and human resource management, procurement, and community-based budgeting
- Coordination, institutional capacity building, and monitoring of change management, state-owned enterprises, and project fiduciary responsibilities

Liberia Governance and Economic Management Support Program (GEMS)

This five-year program will support building the capacity of targeted Government of Liberia (GOL) Ministries and Agencies to improve economic governance. GEMS is a follow-on to the successes of Liberia's Governance and Economic Management Assistance Program (GEMAP). Key ministries and agencies participating in the program include: the Ministry of Finance; Ministry of Health and Social Welfare; Ministry of Education; the Governance Commission; Civil Service Agency; the National Bureau of Concessions; Liberian Institute of Public Administration; and the Central Bank of Liberia; among others. Activities include, among other operational procedures:

- Capacity building
- Assessments
- Training
- Technical assistance
- Procurement procedures
- Wireless services and assistance to targeted ministries and agencies to utilize IT more effectively
- Advice on policies and regulations

Multi-Donor Trust Fund for Economic Governance -- World Bank

In support of the GoL's wide range of PFM reforms to restore operational order and modernize the PFM systems toward implementation of the GOL poverty reduction and development strategy, USAID will contribute to economic governance through staff capacity building. The ultimate outcome of the activity is to support the GoL in obtaining an efficient and effective PFM system, which will be fully managed and implemented by professionally and technically trained staff of its civil service. USAID support will be combined with other donor efforts to operationalize the strategy in conjunction with the GoL. The total program \$4.131 million over 4 years. Specific activities include:

- Technical assistance, capacity building inputs, and guidance toward strengthened planning and budgeting capacities for enhanced budget credibility, a fully functioning modern accounting system, improved security of the payroll system, and strengthened cash management
- Support for the establishment of a modern internal audit service
- Strengthening of revenue mobilization

Corruption in Liberia Decreases Now (CLEAN)

In conformity with the GOL stated interest in addressing corruption through competent investigations, successful prosecutions, and public awareness raising, CLEAN will initiate a five-year, \$20 million anti-corruption program focusing on two critical components: 1) building the capacity of the Liberian Anti-Corruption Commission; and 2) supporting civil society in its fight against corruption. The purpose of this program is to help the GOL reduce corruption through increased prevention, and robust investigation and prosecution of those engaged in acts of corruption. The approach of CLEAN is to support the Liberia Anti-Corruption Commission (LACC) in its responsibilities in investigating and prosecuting those who engage in corrupt acts, and in preventing corruption through increased public awareness. Activities include:

- Building capacity, systems, and structures toward improved public oversight of GOL governance
- Education the citizenry about their rights and new laws
- Mobilizing the citizenry to demand accountability from their government and report corruption
- Training for LACC personnel to conduct thorough investigations

Senior Executive Service (SES) Program, TOKTEN, Civil Service Reform Support Program, and the Multi-Donor Trust for Civil Service Reform

Several programs are aimed at building capacity of civil servants and promoting civil service reform. SES and TOKTEN represent two short-term approaches to an identified capacity gap by development partners as a means of reversing the brain drain in developing countries. This is especially important to Liberia, where the need for skilled manpower to address the recovery and development challenges is critical. The SES program is aimed at reinforcing the government's capacity to catalyze and drive strategic reform. Specific activities of SES and Liberia's TOKTEN program include:

- Strengthening the executive management of government institutions through the injection of top notch professionals able to spearhead and manage change in the public sector
- Technical assistance and input to reform administrative systems and procedures for effective human resource management with emphasis on merit, performance, service culture, and result orientation

- Short-term deployment of consultants for specific tasks related to civil service reform and management in their country of origin
- Capacity building and revitalization of agencies and institutions in which returning Liberian expatriate nationals will work, in order to help in the nation building process

IR 1.2: Improved Policies, Models, and Providers Increase Access to Justice

USAID will continue to strengthen the capacity of the justice system actors and institutions that provide legal services to the poor and underserved public with a new focus on land disputes. USAID will build the capacity of the faculty and students of the Louis Arthur Grimes School of Law by providing public service internships to increase the capacity of the Land Commission, Courts and Ministry of Justice. It will also build the capacity of the law school administration and improve the curriculum through the provision of expert advisors to assist in its transition toward sustainability including the Liberia Legal Information Institute administrative capacity. This aspect of the program will conclude after two years after which time the focus will be on land conflict resolution, alternate dispute resolution and reconciling the dual justice systems process for resolving land disputes. Through an existing Millennium Challenge Corporation Threshold Program, USAID is assisting the Land Commission to establish policies and pilot programs to mitigate conflict over land. For more localized issues, USAID will also support a program that trains community legal advisors to work directly with traditional authorities to manage lower, community-level land disputes. To achieve this result, USAID will focus on three inter-connected sub IRs:

Sub-IR 1.2.1 Increased capacity of judicial and legal training institutions

Sub-IR 1.2.2 Formal and informal systems resolve land disputes in an accepted standardized process

Toward achievement of sub-IRs, a number of activities have been identified and are described below.

Sustainable Legal Services Program (SLSP)

The purpose of the Sustainable Legal Services Program (SLSP) is to provide support to the key institutions that play a major role in shaping the direction and effectiveness of the country's legal system; the Louis Arthur Grimes School of Law (Law School), the James A. Pierre Judicial Institute (JI), and the Liberia Legal Information Institute (Liberlii—the online legal resource for Liberian laws and regulations). The goal is to build their capacity to operate self-sufficiently by the end of the program. SLSP builds on previous rule of law programs that strengthened the capacity of targeted Liberian legal institutions toward improved management of administrative, operational and financial systems. Program activities include:

- Institutional assessments of each institution to identify and prioritize areas for intervention
- Operational support to ongoing work at each institution that targets public access to justice, affordable legal services
- Skills development for legal professionals
- Technical assistance to assist each institution in developing prospects for leveraging domestic capital from the GOL, commercial banks, other donors, and the private sector, including use of Global Development Alliances (GDAs) and the Development Credit Authority (DCAs) as applicable

Legislative Strengthening/ Supporting the Modernization and Development of the Legislature as a Co-equal Branch of Government Project

The National Democratic Institute (NDI) is currently implementing a 14 month program in support of strengthening Liberian legislature, which encompasses the following activities:

- Developing sustainable systems and institutional practices that improve the effectiveness of the legislature
- Improving the ability of legislative staff to respond to current members' requests and manage the day-to-day operations of the legislature
- Enhancing the capacity of current legislators to fulfill their representative, lawmaking, and oversight roles

Justice and Security Trust Fund Support (UNDP)

USAID/Liberia is currently designing a proposal to contribute to the Justice and Security Trust Fund (JSTF) to support the strategic reconstruction and development of the justice and security institutions of the GOL within the framework of the Poverty Reduction Strategy II (PRSII). The Trust Fund seeks to strengthen the operational and technical capacity of the Ministry of Justice and Judiciary within the context of overall and security sector reform. The United Nations Development Programme (UNDP) administers the trust fund and a Project Outcome Board reviews all submitted proposals. USAID sits on the Project Outcome Board. The Trust Fund represents a central funding point for international donors who wish to support projects that reflect the priorities identified in the Strategic Plans of the entities within the Ministry of Justice and the Judiciary. USAID/Liberia has identified several rule of law program areas that currently lack adequate funding, for which the JSTF could provide support. These target areas include juvenile justice, sexual and gender-based violence (SGBV), and access to justice in impoverished communities. Anticipated activities include:

- Technical capacity building
- Training
- Technical assistance
- Advice on policies and regulations

Direct Support to the Land Commission

The Land Commission (LC) was established on August 4, 2009 by an Act of the National Legislature and was officially launched on March 11, 2010. The general mandate and purpose of the Land Commission is to propose, advocate, and coordinate reforms of land policy, laws, and programs in Liberia. The primary objectives of the LC are to: promote equitable and productive access to the nation's land, both public and private; promote security of tenure in land and the rule of law with respect to landholding and dealings in land; promote effective land administration and management; and promote investment in and development of the nation's land resources. The Land Commission is organized around six core program areas: land administration; land policy and planning; land dispute resolution; land use management; land law reform; and outreach and education. The GOL and other international organizations, including USAID, World Bank, UN-Habitat, Norwegian Refugee Council (NRC), and the Millennium Challenge Corporation (MCC) support the Land Commission in a number of these program areas with USAID concentrating most of its support in the land dispute resolution core area.

Over the past two years, the management and technical and financial capacity of the Land Commission has increased and has now reached the point where it has the capacity to manage its own project funds. USAID is designing a program that, pending the outcome of a financial

assessment, will utilize processes to directly fund the Land Commission. Likely activities in the project design include:

- Land policy development (specifically relating to land tenure)
- Development of alternative dispute resolution (ADR) mechanisms
- Integration of ADR into judicial processes through establishment of ties between the formal and informal justice system in resolving land disputes
- Conduct civic education on new policies and ADR services
- Establish and test ADR methodologies in coordination with the Land Commission.
- Provide alternate dispute resolution training to traditional leaders to apply in land disputes
- Ensure proper record keeping for all land transactions
- Train community legal advisors to assist communities manage and solve local level land disputes
- Provide training to public sector judicial and land conflict resolution actors

Liberia Land Conflict Resolution Project (LCRP) and Rule of Law Land Alternative Dispute Resolution (LADR)

The Land Conflict Resolution Project (LCRP) and Rule of Law Land Alternative Dispute Resolution (LADR) will address the shortage of appropriate dispute resolution mechanisms and reduce land disputes through the development of land dispute resolution methodologies in coordination with the Land Commission, GOL, and international partners. The focal areas are Lofa and Nimba counties. Basic activities will include:

- Pilot dispute resolution methodologies that incorporate guidance from the Land Dispute Task Force and ADR “best practices” and “lessons learned”
- Establish property rights inventories in 19 towns and villages
- Develop clan-level dispute resolution entities to provide legally recognized ADR services.
- Provide technical input and written content for a public information campaign that will raise awareness of land rights issues and provide information on ADR mechanisms
- Hire a liaison between the Land Commission, the 1207 program and the Liberian judiciary to bridge the gap between customary and legal land dispute methodologies
- Develop and implement a Project Impact Assessment that will measure the efficacy of different dispute resolution approaches and how these approaches affect stakeholder perceptions of land conflict risk and tenure security

IR 1.3: Strengthened Capacity to Implement Election Processes

Successful, significant assistance will also be targeted at continuing professional training for the NEC (National Elections Commission) both pre- and post-elections. USAID’s program will focus on capacity transfer to the NEC while also providing specific support for critical election related events such as voter registration, civic education, and planning and logistics. USAID support will emphasize the continued human and operational capacity of the NEC’s 19 regional magistrate offices. To achieve this result, USAID will focus on two inter-connected sub IRs:

Sub-IR 1.3.1 NEC manages full election cycle with decreased technical support

Sub-IR 1.3.2 Domestic CSOs conduct effective civic and voter education campaigns

Toward achievement of sub-IRs, a number of activities have been identified and are described below.

Elections Project /Building Sustainable Election Management in Liberia (IFES)

This project is conceived to leverage advancements in support of the objectives of three related projects in the areas of elections, political party, and legislative strengthening that were undertaken over the period from December 2004 through October 2008 and primed by the Consortium for Elections and Political Party Strengthening (CEPPS). Key activities of these projects include:

- Provide civic and voter education and encourage citizen participation in the political process, including constitutional and legal reform
- Assess public attitudes about political processes, political parties, government effectiveness and corruption
- Provide technical assistance that enhances the capacity of the National Elections Commission
- Enhance citizen participation in electoral process
- Strengthen capacity of legislative committees to perform lawmaking roles and to exercise constructive executive branch oversight
- Strengthen capacity of legislators to represent constituent interests
- Training and technical assistance to specific departments of the NEC to include voter registration department, data center, boundary delimitation, and training for the 19 regional election officials
- Provision of resident experts to mentor key NEC officials
- Post-election assessment and evaluation of NEC performance to inform programming interventions
- Capacity building in general operations and management of the NEC, including budgeting, logistics and planning, procurement, training, and asset management

Strengthening Citizen Participation in Government

With support from USAID, the Carter Center will implement three critical components to building citizen participation in good governance. First, it will further develop and expand the activities of community legal advisors in USAID priority counties to empower rural and marginalized communities to enforce and protect their rights while providing tangible options for community justice in the short-term while longer term planning and policy developments. Secondly, it will continue and extend current efforts to strengthen the dispute resolution capacity of indigenous leaders, including women and youth, in order to help better address local and inter-communal disputes. This component will include efforts to facilitate the establishment of sustainable national policies as a means to assure delivery of justice and dispute resolution mechanisms in rural areas. And thirdly, as a necessary component of healthy democratic culture and one that will allow people in rural areas to hold the government accountable and secure justice, the program will accept the government's invitation to help develop policy and models for insuring citizens' greater access to information. Activities will include:

- Strengthen ability of citizens to communicate their interests to legislators and assist Liberians in holding elected/public officials accountable
- Engage CSOs who conduct civic and voter education events and observation to improve communications and planning

IR 1.4: Civil society and media exercise their advocacy and oversight roles

Both civil society and the media can serve as effective vehicles for the delivery of civic and voter education messages. Therefore, the development of both of them is vital to rebuilding citizens' trust in their government and the political processes in which they should be the primary participants. USAID will implement activities that ensure civil society and the media continue to enjoy the freedom to be partners in development, and build the capacity of civil society and the media to continue to ensure transparent and accountable government. To achieve this result, USAID will focus on two inter-connected sub IRs:

Sub-IR 1.4.1 Civil society strengthened to play watchdog role

Sub-IR 1.4.2 Increased accuracy and impartiality of target media

Toward achievement of sub-IRs, a number of activities have been identified and are described below.

Liberia Civil Society and Media Leadership (CSML) program

The five-year Civil Society and Media Leadership Program addresses issues key to the growth of civil society and independent media. Civil society and media are effective vehicles for the delivery of civic and voter education messages. Their proper development is vital in rebuilding Liberians' trust in their government and the political processes in which they are primary participants. The effective functioning of the civil society and the media is crucial to sustaining Liberia's emerging democracy.

Activities are designed to improve the organizational capacity of civil society and media outlets resulting in increased input in public policy in the seven target counties: Bong, Nimba, Lofa, Grand Bassa, Montserrado, River Gee, and Grand Gedeh. Through national surveys, fewer citizens will feel excluded from political processes and decision making that affects their lives (as measured by independent surveys not part of this program). A goal is to provide Liberians in the seven target counties with access to better quality daily news and information and to build the capacity of independent Liberian media to conduct sound, analytic, corroborated investigative stories on corruption, government policy making, and performance. The program will improve the reach, sustainability, and capacity of community radio stations in up to seven rural counties. It is anticipated that mobile phone-based information distribution systems and interactive tools will increase civil society engagement in government, policy debates, and advocacy. Activities include:

- Conduct "complete journalist" training program for reporters at national journals, radio stations, and community radio stations
- Conduct in-depth investigative journalism training for watchdog reporters
- Establish web-based content sharing site for community radio stations to access more information
- Training for radio hosts to produce more call in, interactive radio programming concerning public affairs
- Create and implement cell-phone based free content sharing applications to disseminate news and public information
- Establish CSO networks to increase peer-to-peer capacity building
- Train partner CSOs in financial management, administration, fund-raising, networking, and organizational capacity development

- Train governance and accountability CSOs to monitor government performance and to influence the direction of public policy

Leadership and Economic Development Program for the National Rural Women's Program of Liberia

The purpose of this grant is to provide support for Leadership and Economic Development Program for the National Rural Women's Program of Liberia toward improved organizational development, increased leadership capacity, and increased financial knowledge and business skills. A key objective is to increase the number of women, particularly rural women involved in political leadership. Activities include:

- Training and technical capacity building in organizational development, leadership capacity, and advocacy skills
- Promotion of civic participation of NRWP officials and members
- Provision of leadership resources and networking opportunities for NRWP members and election officials
- Training and technical capacity building in financial knowledge and business skills
- Training in modern crop/agricultural production
- Training in food preservation, and packing techniques

Cross-Cutting Activities

Decentralization

USAID/Liberia is commissioning a decentralization assessment that will inform the development and implementation of USAID/Liberia's decentralization strategy, including the design of future and implementation of on-going activities across USAID/Liberia technical teams. This country-level analysis and will enable USAID to make planning and implementation decisions and inform future activities for decentralization and deconcentration across the Mission. Once the assessment is complete, the mission may determine there is a need for a decentralization specific program or if decentralization activities can be supported within current programming.

Democracy and Governance Program Evaluation and Assessment Activities

Several program and impact evaluations, as well as descriptive studies are planned for the DG portfolio. Included among these are: 1) a mid-term evaluation of the CSML program; 2) a long-term impact evaluation of the CLA Program, to be conducted by the Oxford Center for the Study of African Economies, specifically to explore case outcomes and improved community member relationships attributable to the USAID-supported activities in dispute resolution; and 3) the Urban Justice Study, to be conducted in partnership with George Washington University, to explore the presence and accessibility of justice options in rural and urban settings. These studies and additional anticipated evaluations will include such activities as:

- Quantitative demographic and opinion surveys
- Qualitative data collection among identified institutional decision-makers, key stakeholders, and community members
- Secondary data review and analysis

2.0 COUNTRY AND ENVIRONMENTAL INFORMATION

Liberia lies entirely within the Upper Guinean Forest Ecosystem and contains two of the last three remaining large blocks of Upper Guinean Rainforest in West Africa. These biologically rich forests are home to approximately 240 timber species, 2,000 flowering plants, 600 bird species, 125 mammal species, 74 species of reptile, and more than 1,000 insect species.²

In Liberia, urban land-use planning and zoning regulations at the national or county level are virtually non-existent, and the PRS only makes passing reference to both urban and rural planning. At the rural level, there are numerous conflicting land use issues—agro-industrial plantations, mining concessions, absence of information on deeded lands, tribal lands, and any other preexisting land encumbrances, locations of mineral deposits and occurrences, and relevance of boundaries for parks, national forests and concessions. Without any national level land use plan to guide resolution of these conflicts, sustainable economic development in Liberia could be hampered.

While land rights (i.e., ownership, access, and control of resources produced or extracted from the land) continue to present a significant challenge, pressure for forest land is increasing—not only from communities and individuals, but also from prospectors, commercial and conservation interests. Forest sector reform efforts have now established a legal, policy, and institutional framework for forest management and this framework will guide future reforms and development in the sector. With respect to land tenure reform, the GOL created the Land Commission to research land issues and make policy recommendations to improve the legal and regulatory environment for land ownership. The GOL also is working with the MCC Threshold program to improve land administration through support to the Land Commission, Department of Lands, Surveys and Cartography (DLSC) of the Ministry of Lands, Mines and Energy (MLME) and the Deed Registry of the Center for National Documents and Records/Archives (CNDRA). With respect to decentralization, there is a national policy, but implementation progress has been slow. The Governance Commission and the Ministry of Internal Affairs have been tasked with this effort.

2.1 Locations Affected

DG programs and resources will focus on six of Liberia's 15 counties, identified by the Government of Liberia as priority Development Corridors: Bong, Grand Bassa, Lofa, Nimba, Montserrado and Margibi. Concentrating efforts in these counties will allow the program to reach 75 percent of Liberians – of whom three quarters live below the poverty line – and exploit synergies across programs to maximize results.

2.2 National Environmental Policies and Procedures

2.2.1 Policies

The Environmental Protection Agency Act of 2003 (EPA Act)

The Environmental Protection Agency Act of (EPA Act) authorized the establishment of an overall institutional framework for sustainable management of the environment in Liberia

National Environmental Policy Council

The National Environmental Policy Council is responsible for formulating national environmental policy; setting environmental protection priorities, goals and objectives; and promoting inter-sectoral, private-public cooperation in the achievement of environmental policy.

² UNDP (in collaboration with EPA of Liberia), *State of the Environment Report for Liberia 2006* (2006).

Line Ministry Environmental Units

To facilitate the coordination between the EPA and Line Ministries, the EPA Act requires each Line Ministry to establish an environmental unit. The units are charged with ensuring compliance with the requirements of the act, making comments on environmental impact assessments, and liaising with the EPA on environmental management.

Environmental Protection and Management Law

The Environmental Protection and Management Law (EPML) forms the legal framework for the sustainable development, management and protection of the environment by the Environmental Protection Agency in partnership with relevant ministries, autonomous agencies and organizations.

2.2.2 Procedures

Environmental Threats and Opportunities Assessment (ETOA): USAID/Liberia decided an Environmental Threats and Opportunities Assessment (ETOA) was warranted and was completed in September 2008. The ETOA describes the range of environmental impacts from human activities across the spectrum of sectors: green (forests, agricultural systems), brown (urban, industrial systems) and blue (marine and freshwater systems) and makes recommendations. The activities of Liberia's government institutions to manage and conserve forests and biodiversity are constrained by a number of factors including dependence on foreign expertise and resources, a decimated infrastructure and weak administration, lack of qualified staff, shortage of information for decision making, overlapping mandates, weak law enforcement and poor coordination between government organizations, donors and nongovernmental organizations, and lack of direct financial support.

Democracy & Governance and the ETOA: Under the DG Objective 1, a systematic approach, as recommended by the ETOA, is adopted to integrate environmental issues in the program of activities. The implementing partners will adapt USAID's "Supplemental Environmental Review Forms" for DG activities to develop an internal environmental screening form for all project activities to ensure that potentially negative impacts are foreseen and plans are developed for their mitigation. Based on the screening form, partners would be required to produce an Environmental Review Report for each activity. In addition the Environmentally Sound Design and Management Capacity-Building for Partners and Programs in Africa (ENCAP) training programs for Mission Staff, implementing partners and GOL counterpart staff will be utilized.

Liberia's Environmental Protection Agency (EPA)³

In keeping with Agency policies for provision of government to government assistance, USAID is committed to designing and implementing programs jointly with the partner government, and to implementing the programs using the partner government policies and procedures to the extent possible. USAID will assess jointly with the Government of Liberia the degree to which its environmental regulations and procedures (the Liberian Environmental Protection Act) meet USAID's requirements. The Mission will also assess the degree to which the Liberian Environmental Protection Agency is capable of carrying out initial environmental examinations that meet USAID's standards.

- For those activities where the Agency is judged to meet the requirements, IEEs will be prepared by that Agency and submitted to USAID for review and approval.

³ Environmental Protection Agency (EPA) of the Republic of Liberia, November 26, 2002

- Where the Agency does not have this capacity, USAID will be responsible for preparing the IEE.
- If the IEE results in a Positive Threshold Decision, with a finding the proposed action will have a significant effect on the environment: USAID will follow the requirements specified in sections 216.6 or 216.7 of the Regulation.
- If the IEE results in a Negative Determination and actions are designed that, if applied in the design and implementation of the action, will avoid a significant effect on the environment, the threshold decision is a Negative Determination with conditions.
- An IEE will be forwarded immediately together with the Threshold Determination to the Bureau Environmental Officer for action.

The USAID Project Activity Manager will need to carefully monitor compliance with the conditions by the implementing institution, or otherwise ensure that such monitoring occurs.

3.0 EVALUATION OF PROJECT/PROGRAM ISSUES WITH RESPECT TO ENVIRONMENTAL IMPACT POTENTIAL

For the purposes of environmental review, current and anticipated activities in the DG portfolio are grouped into the following classes of activities:

1. Financial management, policy, legislative, and related government capacity support
2. Capacity building for strengthened civil society and social accountability
3. Alternative dispute resolution training and development
4. Training and capacity building to rural women's organization in organizational development, financial management, leadership, and advocacy
5. Public information campaigns
6. Assistance toward improved utilization of information technology
7. Review, assessment, and evaluation activities (including methodology pilots and special studies)
8. Small-scale refurbishment activities
9. Agricultural productivity and value-added practices

Each class of activities includes a number of activities specific to project(s) within the DG portfolio (current and planned activities). In this section, the potential impacts of these activities are analyzed, and on this basis, recommended determinations made. In most cases, a categorical exclusion is recommended. Two classes of activities have been identified as meeting a threshold for a negative determination with conditions—activities 8 and 9 identified above. For these activities, a justification for a negative determination with conditions is provided and possible mitigation measures identified.

3.1 General Potential Adverse Environmental Impacts from Financial Management, Policy, Legislative, and Related Government Capacity Support

This class of activity includes the following activities, organized by project (current or planned) in the DG portfolio:

Multi Donor Trust Fund for Public Financial Management

- Technical assistance, input, and guidance toward improved financial management, fiscal reporting, standards, and budget framework
- Install payment systems to decrease the opportunity for fraud

- Training and technical assistance toward building the capacity of customs authority and tax automation
- Training key county level officials in financial and human resource management, procurement, and community-based budgeting
- Coordination, institutional capacity building, and monitoring of change management, state-owned enterprises, and project fiduciary responsibilities

Liberia Governance and Economic Management Support Program (GEMS)

- Training, capacity building, technical assistance, and advising on business and financial management, planning, procurement procedures, policies, and regulations

Multi-Donor Trust Fund for Economic Governance

- Technical assistance, capacity building inputs, and guidance toward strengthened planning and budgeting capacities for enhanced budget credibility, a fully functioning modern accounting system, improved security of the payroll system, and strengthened cash management
- Support for the establishment of a modern internal audit service
- Strengthening of revenue mobilization

Corruption in Liberia Decreases Now (CLEAN)

- Building capacity, systems, and structures toward improved public oversight of GOL governance
- Training for LACC personnel to conduct thorough investigations

Senior Executive Service (SES) Program and TOKTEN

- Short-term deployment of consultants for specific tasks related to civil service reform and management in their country of origin

Senior Executive Service (SES) Program, TOKTEN, Civil Service Reform Support Program, and Multi-Donor Trust for Civil Service Reform

- Strengthening the executive management of government institutions through the injection of top notch professionals able to spearhead and manage change in the public sector
- Technical assistance and input to reform administrative systems and procedures for effective human resource management with emphasis on merit, performance, service culture, and result orientation
- Capacity building and revitalization of agencies and institutions in which returning Liberian expatriate nationals will work, in order to help in the nation building process

Sustainable Legal Services Program (SLSP)

- Operational support to ongoing work at each institution that targets public access to justice, affordable legal services
- Skills development for legal professionals
- Technical assistance to assist each institution in developing prospects for leveraging domestic capital from the GOL, commercial banks, other donors, and the private sector, including use of Global Development Alliances (GDAs) and the Development Credit Authority (DCA) as applicable

Legislative Strengthening/ Supporting the Modernization and Development of the Legislature as a Co-equal Branch of Government Project

- Developing sustainable systems and institutional practices that improve the effectiveness of the legislature
- Improving the ability of legislative staff to respond to current members' requests and manage the day-to-day operations of the legislature
- Enhancing the capacity of current legislators to fulfill their representative, lawmaking, and oversight roles

Justice and Security Trust Fund Support (UNDP)

- Technical assistance, training, capacity building, and advice on policies and regulations

Direct Support to the Land Commission

- Land policy development (specifically relating to land tenure)
- Development of alternative dispute resolution (ADR) mechanisms
- Integration of ADR into judicial processes through establishment of ties between the formal and informal justice system in resolving land disputes
- Ensure proper record keeping for all land transactions
- Provide training to public sector judicial and land conflict resolution actors

Liberia Land Conflict Resolution Project (LCRP) and Rule of Law Land Alternative Dispute Resolution (LADR)

- Hire a liaison between the Land Commission, the 1207 program and the Liberian judiciary to bridge the gap between customary and legal land dispute methodologies

Elections Project /Building Sustainable Election Management in Liberia (IFES)

- Provide technical assistance that enhances the capacity of the National Elections Commission
- Strengthen capacity of legislative committees to perform lawmaking roles and to exercise constructive executive branch oversight
- Strengthen capacity of legislators to represent constituent interests
- Training and technical assistance to specific departments of the NEC to include voter registration department, data center, boundary delimitation, and training for the 19 regional election officials
- Provision of resident experts to mentor key NEC officials
- Capacity building in general operations and management of the NEC, including budgeting, logistics and planning, procurement, training, and asset management

3.1.1 Potential Adverse Environmental Impacts and Considerations Regarding Recommended Determinations

These activities undertaken as part of the DG portfolio to build capacity in financial management, policy, legislation, and related government capacity conform to a class of activities normally eligible for categorical exclusion. However, failure to adequately address the environmental dimensions attendant to policy development, legislative processes and actions related to land disputes and transactions, and capacity to leverage domestic capital from the GOL, commercial banks, other donors, and the private sector (including use of GDAs and the DCA) may result in inadequate attention given to environmental issues in future policy, legislation, and financial activities.

3.1.2 Recommended Determinations

Pursuant to the discussion above, activities in this area (i.e., class of activity) are recommended for the following determinations:

Activities	Recommended Determination
Multi Donor Trust Fund for Public Financial Management	
Technical assistance, input, and guidance toward improved financial management, fiscal reporting, standards, and budget framework	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Install payment systems to decrease the opportunity for fraud	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Training and technical assistance toward building the capacity of customs authority and tax automation	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Training key county level officials in financial and human resource management, procurement, and community-based budgeting	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Coordination, institutional capacity building, and monitoring of change management, state-owned enterprises, and project fiduciary responsibilities	Negative Determination pursuant to §216.3(c)(2)(iii) is recommended for this component subject on the condition that: All training, capacity building, technical assistance, and advising on business start-up, financial management, and procurement assure that agencies/entities are informed of any environmental management obligations pertaining under local law or policy, and that due diligence is performed regarding the organizations' capacity to meet such obligations before final permission to operate with USAID support is granted.
Liberia Governance and Economic Management Support Program (GEMS)	
Training, capacity building, technical assistance, and advising on business and financial management, planning, procurement procedures, policies, and regulations	Negative Determination pursuant to §216.3(c)(2)(iii) is recommended for this component subject on the condition that: All training, capacity building, technical assistance, and advising on business start-up, financial management, and procurement assure that agencies/entities are informed of any environmental management obligations pertaining under local law or policy, and that

Activities	Recommended Determination
	due diligence is performed regarding the organizations' capacity to meet such obligations before final permission to operate with USAID support is granted.
Multi-Donor Trust Fund for Economic Governance	
Technical assistance, capacity building inputs, and guidance toward strengthened planning and budgeting capacities for enhanced budget credibility, a fully functioning modern accounting system, improved security of the payroll system, and strengthened cash management	Negative Determination pursuant to §216.3(c)(2)(iii) is recommended for this component subject on the condition that: All training, capacity building, technical assistance, and advising on business start-up, financial management, and procurement assure that agencies/entities are informed of any environmental management obligations pertaining under local law or policy, and that due diligence is performed regarding the organizations' capacity to meet such obligations before final permission to operate with USAID support is granted.
Support for the establishment of a modern internal audit service	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Strengthening of revenue mobilization	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Corruption in Liberia Decreases Now (CLEAN)	
Building capacity, systems, and structures toward improved public oversight of GOL governance	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Training for LACC personnel to conduct thorough investigations	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Senior Executive Service (SES) Program and TOKTEN	
Short-term deployment of consultants for specific tasks related to civil service reform and management in their country of origin	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Senior Executive Service (SES) Program, TOKTEN, Civil Service Reform Support Program, and Multi-Donor Trust for Civil Service Reform	
Strengthening the executive management of government institutions through the injection of top notch professionals able to spearhead and manage change in the public sector	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

Activities	Recommended Determination
Technical assistance and input to reform administrative systems and procedures for effective human resource management with emphasis on merit, performance, service culture, and result orientation	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Capacity building and revitalization of agencies and institutions in which returning Liberian expatriate nationals will work, in order to help in the nation building process	Negative Determination pursuant to §216.3(c)(2)(iii) is recommended for this component subject on the condition that: All training, capacity building, technical assistance, and advising on business start-up, financial management, and procurement assure that agencies/entities are informed of any environmental management obligations pertaining under local law or policy, and that due diligence is performed regarding organizations' capacity to meet such obligations before final permission to operate is granted.

Sustainable Legal Services Program (SLSP)

Operational support to ongoing work at each institution that targets public access to justice, affordable legal services	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Skills development for legal professionals	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Technical assistance to assist each institution in developing prospects for leveraging domestic capital from the GOL, commercial banks, other donors, and the private sector, including use of GDAs and the DCA, as applicable	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

Legislative Strengthening/ Supporting the Modernization and Development of the Legislature as a Co-equal Branch of Government Project

Developing sustainable systems and institutional practices that improve the effectiveness of the legislature	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Improving the ability of legislative staff to respond to current members' requests and manage the day-to-day operations of the legislature	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Enhancing the capacity of current legislators to fulfill their representative, lawmaking, and oversight roles	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

Activities	Recommended Determination
Justice and Security Trust Fund Support (UNDP)	
Technical assistance, training, capacity building, and advice on policies and regulations	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Direct Support to the Land Commission	
Land policy development (specifically relating to land tenure)	Negative Determination pursuant to §216.3(c)(2)(iii) is recommended for this component subject on the condition that: Major policy development related to land tenure should assure that agencies/entities are informed of any environmental management obligations pertaining under local law or policy, and that due diligence is performed regarding organizations' capacity to meet such obligations before final permission to operate is granted.
Development of alternative dispute resolution (ADR) mechanisms	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Integration of ADR into judicial processes through establishment of ties between the formal and informal justice system in resolving land disputes	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Ensure proper record keeping for all land transactions	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Provide training to public sector judicial and land conflict resolution actors	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Liberia Land Conflict Resolution Project (LCRP) and Rule of Law Land Alternative Dispute Resolution (LADR)	
Hire a liaison between the Land Commission, the 1207 program and the Liberian judiciary to bridge the gap between customary and legal land dispute methodologies	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Elections Project /Building Sustainable Election Management in Liberia (IFES)	
Provide technical assistance that enhances the capacity of the National Elections Commission	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Strengthen capacity of legislative committees to perform lawmaking roles and to exercise constructive executive branch oversight	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

Activities	Recommended Determination
Strengthen capacity of legislators to represent constituent interests	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Training and technical assistance to specific departments of the NEC to include voter registration department, data center, boundary delimitation, and training for the 19 regional election officials	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Provision of resident experts to mentor key NEC officials	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Capacity building in general operations and management of the NEC, including budgeting, logistics and planning, procurement, training, and asset management	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

3.2 General Potential Adverse Environmental Impacts from Capacity Building for Strengthened Civil Society and Social Accountability

This class of activity includes the following activities, organized by project (current or planned) in the DG portfolio:

Multi Donor Trust Fund for Public Financial Management

- Strengthening public procurement oversight, internal audit and controls, and external legislative oversight
- Promoting civil society and social accountability

Corruption in Liberia Decreases Now (CLEAN)

- Mobilizing the citizenry to demand accountability from their government and report corruption

Elections Project /Building Sustainable Election Management in Liberia (IFES)

- Enhance citizen participation in electoral process

Strengthening Citizen Participation in Government

- Strengthen ability of citizens to communicate their interests to legislators and assist Liberians in holding elected/public officials accountable
- Engage CSOs who conduct civic and voter education events and observation to improve communications and planning

Liberia Civil Society and Media Leadership (CSML) program

- Conduct “complete journalist” training program for reporters at national journals, radio stations, and community radio stations
- Conduct in-depth investigative journalism training for watchdog reporters
- Establish web-based content sharing site for community radio stations to access more information

- Training for radio hosts to produce more call in, interactive radio programming concerning public affairs
- Establish CSO networks to increase peer-to-peer capacity building
- Train partner CSOs in financial management, administration, fund-raising, networking, and organizational capacity development
- Train governance and accountability CSOs to monitor government performance and to influence the direction of public policy

Leadership and Economic Development Program for the National Rural Women's Program of Liberia

- Promotion of civic participation of NRWP officials and members

3.2.1 Potential Adverse Environmental Impacts and Considerations Regarding Recommended Determinations

These activities undertaken as part of the DG portfolio conform to a class of activities normally eligible for categorical exclusion.

3.2.2 Recommended Determinations

Pursuant to the discussion above, activities in this area (i.e., class of activity) are recommended for the following determinations:

Activities	Recommended Determination
Multi Donor Trust Fund for Public Financial Management	
• Strengthening public procurement oversight, internal audit and controls, and external legislative oversight	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
• Promoting civil society and social accountability	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Corruption in Liberia Decreases Now (CLEAN)	
• Mobilizing the citizenry to demand accountability from their government and report corruption	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Elections Project /Building Sustainable Election Management in Liberia (IFES)	
• Enhance citizen participation in electoral process	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Strengthening Citizen Participation in Government	
• Strengthen ability of citizens to communicate their interests to legislators and assist Liberians in holding elected/public officials accountable	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
• Engage CSOs who conduct civic and voter education events and observation to improve communications and planning	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

Activities	Recommended Determination
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Liberia Civil Society and Media Leadership (CSML) program

• Conduct “complete journalist” training program for reporters at national journals, radio stations, and community radio stations	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
• Conduct in-depth investigative journalism training for watchdog reporters	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
• Establish web-based content sharing site for community radio stations to access more information	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
• Training for radio hosts to produce more call in, interactive radio programming concerning public affairs	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
• Establish CSO networks to increase peer-to-peer capacity building	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
• Train partner CSOs in financial management, administration, fund-raising, networking, and organizational capacity development	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
• Train governance and accountability CSOs to monitor government performance and to influence the direction of public policy	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

Leadership and Economic Development Program for the National Rural Women’s Program of Liberia

• Promotion of civic participation of NRWP officials and members	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
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3.3 General Potential Adverse Environmental Impacts from Alternative Dispute Resolution Training and Development

This class of activity includes the following activities, organized by project (current or planned) in the DG portfolio:

Direct Support to the Land Commission

- Provide alternate dispute resolution training to traditional leaders to apply in land disputes
- Train community legal advisors to assist communities manage and solve local level land disputes

Liberia Land Conflict Resolution Project (LCRP) and Rule of Law Land Alternative Dispute Resolution (LADR)

- Develop clan-level dispute resolution entities to provide legally recognized ADR services

3.3.1 Potential Adverse Environmental Impacts and Considerations Regarding Recommended Determinations

These activities undertaken as part of the DG portfolio conform to a class of activities normally eligible for categorical exclusion.

3.3.2 Recommended Determinations

Pursuant to the discussion above, activities in this area (i.e., class of activity) are recommended for the following determinations:

Activities	Recommended Determination
Direct Support to the Land Commission	
• Provide alternate dispute resolution training to traditional leaders to apply in land disputes	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
• Train community legal advisors to assist communities manage and solve local level land disputes	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Liberia Land Conflict Resolution Project (LCRP) and Rule of Law Land Alternative Dispute Resolution (LADR)	
• Develop clan-level dispute resolution entities to provide legally recognized ADR services	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

3.4 General Potential Adverse Environmental Impacts from Training and Capacity Building to Rural Women's Organization in Organizational Development, Financial Management, Leadership, and Advocacy

This class of activity includes the following activities, organized by project (current or planned) in the DG portfolio:

Leadership and Economic Development Program for the National Rural Women's Program of Liberia

- Training and technical capacity building in organizational development, leadership capacity, and advocacy skills
- Provision of leadership resources and networking opportunities for NRWP members and election officials
- Training and technical capacity building in financial knowledge and business skills

3.4.1 Potential Adverse Environmental Impacts and Considerations Regarding Recommended Determinations

These activities undertaken as part of the DG portfolio conform to a class of activities normally eligible for categorical exclusion. However, failure to adequately address the environmental dimensions attendant to capacity building for financial management, leadership, and advocacy related to improved economic status and agriculture production may result in inadequate attention given to environmental issues in future financial management and planning activities.

3.4.2 Recommended Determinations

Pursuant to the discussion above, activities in this area (i.e., class of activity) are recommended for the following determinations:

Activities	Recommended Determination
Leadership and Economic Development Program for the National Rural Women's Program of Liberia	
• Training and technical capacity building in organizational development, leadership capacity, and advocacy skills	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
• Provision of leadership resources and networking opportunities for NRWP members and election officials	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
• Training and technical capacity building in financial knowledge and business skills	Negative Determination pursuant to §216.3(c)(2)(iii) is recommended for this component subject on the condition that: All training, capacity building, technical assistance, and advising on business start-up, financial management, and procurement assure that agencies/entities are informed of any environmental management obligations pertaining under local law or policy, and that due diligence is performed regarding organizations' capacity to meet such obligations before final permission to operate is granted.

3.5 General Potential Adverse Environmental Impacts from Public Information Campaigns

This class of activity includes the following activities, organized by project (current or planned) in the DG portfolio:

Corruption in Liberia Decreases Now (CLEAN)

- Education the citizenry about their rights and new laws

Direct Support to the Land Commission

- Conduct civic education on new policies and ADR services

Liberia Land Conflict Resolution Project (LCRP) and Rule of Law Land Alternative Dispute Resolution (LADR)

- Provide technical input and written content for a public information campaign that will raise awareness of land rights issues and provide information on ADR mechanisms

Elections Project /Building Sustainable Election Management in Liberia (IFES)

- Provide civic and voter education and encourage citizen participation in the political process, including constitutional and legal reform

3.5.1 Potential Adverse Environmental Impacts and Considerations Regarding Recommended Determinations

These activities undertaken as part of the DG portfolio conform to a class of activities normally eligible for categorical exclusion.

3.5.2 Recommended Determinations

Pursuant to the discussion above, activities in this area (i.e., class of activity) are recommended for the following determinations:

Activities	Recommended Determination
Corruption in Liberia Decreases Now (CLEAN)	
Education the citizenry about their rights and new laws	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Direct Support to the Land Commission	
Conduct civic education on new policies and ADR services	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Liberia Land Conflict Resolution Project (LCRP) and Rule of Law Land Alternative Dispute Resolution (LADR)	
Provide technical input and written content for a public information campaign that will raise awareness of land rights issues and provide information on ADR mechanisms	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Elections Project /Building Sustainable Election Management in Liberia (IFES)	
Provide civic and voter education and encourage citizen participation in the political process, including constitutional and legal reform	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

3.6 General Potential Adverse Environmental Impacts from Assistance toward Improved Utilization of Information Technology

This class of activity includes the following activities, organized by project (current or planned) in the DG portfolio:

Liberia Governance and Economic Management Support Program (GEMS)

- Wireless services and assistance to targeted ministries and agencies to utilize IT more effectively

Liberia Civil Society and Media Leadership (CSML) program

- Create and implement cell-phone based free content sharing applications to disseminate news and public information

3.6.1 Potential Adverse Environmental Impacts and Considerations Regarding Recommended Determinations

These activities undertaken as part of the DG portfolio conform to a class of activities normally eligible for categorical exclusion.

3.6.2 Recommended Determinations

Pursuant to the discussion above, activities in this area (i.e., class of activity) are recommended for the following determinations:

Activities	Recommended Determination
Liberia Governance and Economic Management Support Program (GEMS)	
Wireless services and assistance to targeted ministries and agencies to utilize IT more effectively	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
Liberia Civil Society and Media Leadership (CSML) program	
Create and implement cell-phone based free content sharing applications to disseminate news and public information	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment

3.7 General Potential Adverse Environmental Impacts from Review, Assessment, and Evaluation Activities (including methodology pilots and special studies)

This class of activity includes the following activities, organized by project (current or planned) in the DG portfolio:

3.7.1 Potential Adverse Environmental Impacts and Considerations Regarding Recommended Determinations

These activities undertaken as part of DG portfolio program learning and evaluation conform to a class of activities normally eligible for categorical exclusion.

3.7.2 Recommended Determinations

Pursuant to the discussion above, activities in this area (i.e., class of activity) are recommended for the following determinations:

Activities	Recommended Determination
Multi Donor Trust Fund for Public Financial Management	
Reviews of fiscal policy and the PFM legal framework	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings

Liberia Governance and Economic Management Support Program (GEMS)

Capacity assessments	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings
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Sustainable Legal Services Program (SLSP)

Institutional assessments of each institution to identify and prioritize areas for intervention	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings
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Direct Support to the Land Commission

Establish and test ADR methodologies in coordination with the Land Commission	Categorical Exclusion per §216.2(c)(2)(i) The action does not have an effect on the natural or physical environment
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Liberia Land Conflict Resolution Project (LCRP) and Rule of Law Land Alternative Dispute Resolution (LADR)

Pilot dispute resolution methodologies that incorporate guidance from the Land Dispute Task Force and ADR “best practices” and “lessons learned”	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings
Establish property rights inventories in 19 towns and villages	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings
Develop and implement a Project Impact Assessment that will measure the efficacy of different dispute resolution approaches and how these approaches affect stakeholder perceptions of land conflict risk and tenure security	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings

Elections Project /Building Sustainable Election Management in Liberia (IFES)

Post-election assessment and evaluation of NEC performance to inform programming interventions	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings
Assess public attitudes about political processes, political parties, government effectiveness and corruption	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings

Decentralization

County-level assessment to inform the development and implementation of USAID/Liberia’s decentralization strategy	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings
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Democracy and Governance Program Evaluation and Assessment Activities

Quantitative demographic and opinion surveys	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings
Qualitative data collection among identified institutional decision-makers, key stakeholders, and community members	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings
Secondary data review and analysis	Categorical Exclusion per §22CFR216.2(c)(2)(iii), for activities involving analysis, studies, academic or research, workshop and meetings

3.8 General Potential Adverse Environmental Impacts from Small-Scale Refurbishment Activities

This class of activity includes the following activities, organized by project (current or planned) in the DG portfolio:

Multi Donor Trust Fund for Public Financial Management

- a) Establish county treasuries, which may include basic internal renovation of existing county accounting offices
- b) Establishment of revenue authority, which may include the refurbishment of collectorate sites in rural areas

3.8.1 Potential Adverse Environmental Impacts and Considerations Regarding Recommended Determinations

Activity 3.8(a): *Establish county treasuries* will establish basic financial management and fiduciary control at county level in support of the GOL's decentralization policy. Activities covered under the sub-component include the basic internal renovation of existing county accounting offices to house information and communication technology equipment, setting up of a treasury framework including the design and provision of simplified book-keeping and accounting tools, basic furnishing of country treasury offices, and capacity building of country treasury officers through consultancies.

Activity 3.8(b): *Establishment of revenue authority* has as its objective the strengthening of a tax revenue administrative framework to facilitate policy implementation and improve revenue collection. An independent revenue authority will be created and act as a catalyst to facilitate implementation of key reforms designed to produce a modern efficient tax regime in Liberia and accelerate revenue growth. Activities to be financed under this project include internal renovation of a new revenue authority building, capacity building, equipment, change management, and technical assistance.

The activities described above in sections 3.8(a) and 3.8(b) involve the refurbishment and renovation of existing structures. While construction itself has a well-known set of potential adverse impacts, the activities described above in sections 3.8(a) and 3.8(b) involve substantially less activity than construction, as these activities are limited to renovation and/or refurbishment. Current structures have no historic, cultural, or social importance. No new road construction is envisioned. The renovations will essentially involve preparing facilities to be able to house information technology and electronic equipment (phones and computers) so as to increase communications and efficiencies in field offices. The work to be performed will also include the purchase and placement of furniture in existing structures. The work will be of short duration and will not necessitate the need for camps to be built to house workers. It is envisioned that no heavy equipment (e.g., large tractors or trucks) will be employed in the renovations. In addition to renovation, some facilities may need refurbishment only, which involves placing new furnishings inside of collectorates. USAID AFR Bureau has concluded that general construction involving a total “disturbed area” of less than 1000m² is of its nature extremely unlikely to create significant adverse impacts of any kind.⁴ Because the structures are smaller than 1000m² and the space of refurbishment and/or renovation involves a smaller area within a structure smaller than 1000m², it is extremely unlikely that planned activities will create significant adverse impacts of any kind.

3.8.2 Recommended Determinations

Pursuant to the discussion above, activities in this area (i.e., class of activity) are recommended for the following determinations:

Activities	Recommended Determination and Conditions
Multi Donor Trust Fund for Public Financial Management	
a) Establish county treasuries, which may include basic internal renovation of existing county accounting offices	Negative Determination pursuant to §216.3(c)(2)(iii) is recommended for this component subject on the condition that: 1. Good practice design standards are implemented for planned activities generally consistent with USAID’s <i>Environmental Guidelines for Small-Scale Activities in Africa (construction chapter)</i> at http://www.encapafira.org/egssaa.htm. 2. There are no complicating factors. The site is not within 30m of a permanent or seasonal stream or water body, will NOT involve displacement of existing settlement/ inhabitants, has an average slope of less than 5%, and is not heavily forested or in an otherwise undisturbed local ecosystem. 3. Construction management. The Environmental Review Form (at www.encapafira.org/compliance.htm) process must

⁴ At <http://www.encapafira.org/compliance.htm>; See AfricaBureau Environmental Review Form (Dec 2010), Step 3(a) Very Low Risk Activites. Accessed November 4, 2011.

Activities	Recommended Determination and Conditions
	impose the following refurbishment management requirements: (1) During refurbishment, prevent sediment-heavy run-off from cleared site or material stockpiles to any surface waters or fields with berms, by covering sand/dirt piles, or by choice of location. (Only applies if refurbishment occurs during rainy season.); (2) Refurbishment must be managed so that no standing water on the site persists more than 4 days; (3) Implementing Partners (IPs) must require their general contractor to certify that it is not extracting fill, sand or gravel from waterways or ecologically sensitive areas, nor is it knowingly purchasing these materials from vendors who do so; (4) IPs must identify and implement any feasible measures to increase the probability that timber is procured from legal, well-managed sources. 4. Designs must provide for drainage, sanitation and fresh water, as appropriate and if applicable; note that facilities must provide sanitation. 5. Operations. Where USAID does not have operational responsibility, the IP must work with the responsible party to develop a practical environmental management protocol and maximize the probability that it will continue to be implemented after project hand-off.
b) Establishment of revenue authority and <i>Tax Automation (SIGTAS)</i>, which may include the refurbishment of collectorate sites in rural areas	Negative Determination pursuant to 216.3(a)(2)(iii) is recommended for this component subject on the condition that: 1. Good practice design standards. Good practice design standards must be implemented for renovation works generally consistent with USAID's <i>Environmental Guidelines for Small-Scale Activities in Africa</i> (construction chapter) at http://www.encapafrika.org/egssaa.htm. 2. No complicating factors. The site is not within 30m of a permanent or seasonal stream or water body, will NOT involve displacement of existing settlement/ inhabitants, has an average slope of less than 5% and is not heavily forested or in an otherwise undisturbed local ecosystem. 3. Construction management. The Environmental Review Form (at www.encapafrika.org/compliance.htm) process must impose the following renovation management requirements: (1) During renovation, prevent sediment-

Activities	Recommended Determination and Conditions
	heavy run-off from cleared site or material stockpiles to any surface waters or fields with berms, by covering sand/dirt piles, or by choice of location. (Only applies if renovation occurs during rainy season.); (2) Renovation must be managed so that no standing water on the site persists more than 4 days; (3) Implementing Partners (IPs) must require their general contractor to certify that it is not extracting fill, sand or gravel from waterways or ecologically sensitive areas, nor is it knowingly purchasing these materials from vendors who do so; (4) IPs must identify and implement any feasible measures to increase the probability that timber is procured from legal, well-managed sources. 4. Designs must provide for drainage, sanitation and fresh water, as appropriate and if applicable; note that facilities must provide sanitation. 5. Operations. Where USAID does not have operational responsibility, the IP must work with the responsible party to develop a practical environmental management protocol and maximize the probability that it will continue to be implemented after project hand-off.

3.9 General Potential Adverse Environmental Impacts from Agricultural Productivity and Value-Added Practices

This class of activity includes the following activities, organized by project (current or planned) in the DG portfolio:

Leadership and Economic Development Program for the National Rural Women's Program of Liberia

- Training in modern crop/agricultural production
- Training in food preservation, and packing techniques

3.9.1 Potential Adverse Environmental Impacts and Considerations Regarding Recommended Determinations

Several key environmental issues associated with food processing. These include: the potential for: water pollution; working conditions; spoilage; solid waste; poorly maintained machinery; water use; liquid waste; and noises and odors.

Harmful wastes disposed of in pits or waterways can leach into groundwater and affect water quality for workers and the community. Contamination of water sources may not occur immediately, but can increase or accumulate over time, eventually damaging to product quality and affecting workers' health.

Certain working conditions—excessive heat caused by operating machinery, lack of ventilation, skin-irritating acids from fruits—can damage workers’ health. An unhealthy workforce may be unproductive, miss work too often and make costly mistakes.

Certain structural features of the food-processing site may lead to spoilage or contamination of the products. Such site or building features include inadequate drainage or a lack of screens to keep out insects/rodents. Increased spoilage causes more waste and less profitability, while contamination may result in health problems for consumers.

Food processing creates substantial amounts of organic and inorganic wastes. This can lead to increased costs for supplies, labor and sometimes fees for waste disposal. In addition, high volumes of burdensome waste, whether placed in a landfill or treated and disposed of, may place a serious strain on limited land resources. Minimizing waste can save on the cost of supplies and labor needed for waste disposal. Converting waste to productive uses can provide an extra source of income.

Machinery that leaks chemicals or fuel is wasting energy, can contaminate water supplies and may threaten workers’ health. Repairing leaks lowers fuel costs and can prevent costly accidents such as fire.

Food processing workers sometimes use too much water, usually when they are cleaning equipment or food materials. This may not only cause others in the community to have less water, but also lessen the enterprise’s own future access to water. It may also mean that water costs are unnecessarily high, even with use of a well. New wells may have to be drilled more frequently as groundwater levels drop.

Food processing may result in noises or odors that affect the quality of life surrounding the production site. Community members may be unwilling to tolerate continued production or may block plans to expand production in the future. Loud noises may also damage the ears of workers and managers.

Key questions to consider and selected mitigation strategies are available from the http://www.encapafrica.org/meo_resources website (*Chapter 4.2: Food Processing: Cleaner Production Fact Sheet and Resource Guide*).

3.9.2 Recommended Determinations

Pursuant to the discussion above, activities in this area (i.e., class of activity) are recommended for the following determinations:

Activities	Recommended Determination and conditions
Leadership and Economic Development Program for the National Rural Women’s Program of Liberia	
• Training in modern crop/agricultural production	Certain input supply interventions present a specific risk of negative environmental impact. Accordingly, a negative determination pursuant to §216.3(c)(2)(iii) is recommended for this component subject to the following

	conditions: ▪ The provision/distribution, promotion of, and training in use of fertilizers must conform to best practices outlined in the Africa Bureau Fertilizer Fact Sheet (available at http://www.encapafrica.org/egssaa/AFR_Fertilizer_Factsheet_Jun04.pdf) ▪ No bio-engineered products (e.g., seeds, cuttings, etc.) may be introduced or supported. The proposed use of any bio-engineered or GMO products will require an amendment to this IEE and, as applicable, completion of USAID’s bio-safety review process. Additional information on USIAD Bio-safety Procedures is (available at http://www.encapafrica.org/meo_resources/Biosafety_5Feb2010.pdf). ▪ The procurement, use, promotion of, or training in use of pesticides, including herbicides and fungicides, is disallowed until such time that a Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP) is completed pursuant to 22CFR Regulation 216.3 (b)—USAID pesticide procedures—and duly approved. ▪ The promotion of and/or training in use of power tillers, threshing machines, or other labor-saving farm machinery (motorized or not) shall demonstrate and advocate the wearing of appropriate Personal Protective Equipment (PPE) (e.g., boots, gloves, respirator, safety goggles, etc.) ▪ No undisturbed or substantially un-degraded wetland shall be converted to agricultural use, specifically, lowland rice cultivation; expansion of the land area used to cultivate lowland rice is restricted to rehabilitation of pre-existing agricultural land or otherwise degraded wetland. ▪ Land preparation activities shall integrate best management practices reflecting local soil conditions, climate and hydrology in order to reduce erosion (wind and water), limit potentially nutrient-rich agricultural run-off, and, for irrigation, limit farm and conveyance losses.
• Training in food preservation, and packing techniques	Certain input supply interventions present a specific risk of negative environmental impact. Accordingly, a negative determination pursuant to §216.3(c)(2)(iii) is recommended for this component subject to the following conditions: • Small dumps or waste treatment sites will be sited far away

	from surface or groundwater water sources. • Any harmful chemical waste will be handled appropriately and separated from organic waste, as well as disposed of in a way that prevents chemicals from leaching into ground or surface waters. • Water use is minimized.
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4.0 RESTRICTIONS, IMPLEMENTATION, AND MONITORING

4.1 General Restrictions

4.1.1 **GMOs/LMOs:** For purposes of compliance with USAID procedures, genetically modified organisms (GMOs) or living modified organisms (LMOs) are defined as “living organisms modified by genetic engineering techniques” and include, for example, plants, micro-organisms, live animal vaccines (if used outside a contained area and not approved in the US), animals, and insects.

This IEE does not authorize support for laboratory- or field-based research involving GMOs/LMOs, nor does it authorize support for multiplication or dissemination upon release of GMOs/LMOs. Support for laboratory research involving GMOs/LMOs in contained facilities would require an approved amendment to this IEE. Support for field testing or open release of GMOs/LMOs would require successful review under USAID’s Biosafety Procedures (see: www.encapafrika.org/meo_resources/Biosafety_5Feb2010.pdf) followed by an approved IEE amendment. Liberian national requirements must be met in either case.

4.1.2 **PESTICIDES.** This IEE does not authorize support for pesticide procurement and/or use. All activities that fall outside of the category of controlled experimentation exclusively for the purpose of research and field evaluation and entail the procurement and/or use of pesticides would require a Pesticide Evaluation Report and Safer Use Action Plan (PERSUAP) conducted in accordance with USAID Pesticide Procedures (22 CFR 216.3(b)). Support for activities involving the procurement and/or use of pesticides would require an approved amendment to this IEE and a successful review of a PERSUAP submitted in accordance to 22 CFR 216.3(b). No funds shall be obligated or expended for the procurement or use of pesticides under this IEE.

4.2 General Project Implementation and Monitoring Requirements

Upon approval of this IEE, implementation of these conditions becomes mandatory. In addition to the specific conditions enumerated in Section 3, the negative determinations recommended in this IEE are contingent on full implementation of the following general monitoring and implementation requirements:

4.2.1 **IP Briefings on Environmental Compliance Responsibilities.** The DG Activity leader shall provide each Implementing Partner (hereinafter referred to as IP) with a copy of this IEE. Each IP shall be briefed on their environmental compliance responsibilities by their COR/AOR. Such briefings will identify the IEE conditions applicable to each IP’s activities.

4.2.2 **Development of an EMMP.** Each IP whose activities are subject to one or more conditions set out in section 3 of this IEE shall develop and provide to the COR/AOR for review and approval an Environmental Mitigation and Monitoring Plan (EMMP) that clearly documents how their project will implement and verify all IEE conditions and mitigation measures that apply to their activities.

These EMMPs shall identify how the IP will ensure that IEE conditions that apply to activities supported under sub-contracts and sub-grants are implemented. In the case of large sub-grants or sub-contracts, the IP may elect to require the sub-grantee/sub-contractor to develop their own EMMP. A sample EMMP format is included as ANNEX A to this IEE.

- 4.2.3 Integration and implementation of EMMP.** Each IP shall integrate their EMMP into their project work plan and budgets, implement the EMMP, and report on its implementation and findings as an element of regular project performance reporting.

IPs shall ensure that sub-contractors and sub-grantees integrate implementation of IEE conditions, where applicable, into their own project work plans and budgets, and report on their implementation and findings as an element of sub-contract or grant performance reporting.

- 4.2.4 Integration of compliance responsibilities in prime and sub-contracts and grant agreements.**

- a) The DG team leader shall ensure that any future contracts or agreements for implementation of a project, and/or significant modification(s) to current contracts/agreements shall reference and require compliance with the conditions set out in this IEE, as required by ADS 204.3.4.a.6 and ADS 303.3.6.3.e.
- b) IPs shall ensure that future sub-contracts and sub-grant agreements, and/or significant modification(s) to existing agreements reference and require compliance with relevant elements of these conditions.

- 4.2.5 Assurance of sub-grantee and sub-contractor capacity and compliance.** IPs shall ensure that sub-grantees and sub-contractors have the capacity to implement the relevant requirements of this IEE. The IP shall, as and if appropriate, provide training to sub-grantees and sub-contractors in their environmental compliance responsibilities and in environmentally sound design and management (ESDM) of their activities.

- 4.2.6 DG Team monitoring responsibility.** As required by ADS 204.5.4, the DG team will actively monitor and evaluate whether the conditions of this IEE are being implemented effectively and whether there are new or unforeseen consequences arising during implementation that were not identified and reviewed in this IEE. If new or unforeseen consequences arise during implementation, the team will suspend the activity and initiate appropriate further review in accordance with 22 CFR 216. USAID monitoring activities shall include regular site visits.

- 4.2.7 New or modified activities.** As part of its work plan and all annual work plans thereafter, IPs, in collaboration with their COR/AOR, shall review all on-going and planned activities to determine if they are within the scope of this IEE.

If any IP adds new activities or makes substantial modifications to existing activities, an amendment to this IEE addressing these activities shall be prepared for USAID review and approval. No such new activities shall be undertaken prior to formal approval of this amendment.

Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.

4.2.8 Compliance with Host Country Requirements. Nothing in this IEE substitutes for or supersedes IP, sub-grantee, and sub-contractor responsibility for compliance with all applicable host country laws and regulations. The IP, sub-grantees, and sub-contractors must comply with host country environmental regulations unless otherwise directed in writing by USAID; however, in case of conflict between host country and USAID regulations, the latter shall govern.

REFERENCES

PRS (Poverty Reduction Strategy) Pillar Linkage: Strengthening Governance and the Rule of Law

Environmental Threats and Opportunities Assessment (ETOA) September 2008

ANNEX A – EMMP Template

IEE Condition / Environmental Impact	Specific Mitigation Measure/ Response or Description of Mitigation Measure	Party Responsible for Mitigation	Party Responsible for <i>Monitoring</i>	Monitoring/Verification Method			Estimated Cost/ Budget notes
				Indicator/ How Verified	Data source;	Frequency	
ACTIVITY:							
ACTIVITY:							