



# Environmental audits Vienna meeting

A recent control carried out by the French Cour des comptes :  
**ADEME**

Marc FOSSEUX  
9/22/2005

# Introduction

- What is ADEME (Agence de l'environnement et de la maîtrise de l'énergie)?
- What are the targets and the methodology on a control of this kind?

# I - What is ADEME? (1)

- Public body created by the French Parliament in 1990
- Main governmental organisation for implementing policies in domestic and industrial waste (except nuclear waste), sustainable use of energy, new sources of energy, air pollution
- Under supervision of Ministry of Environment, Ministry of Research, Ministry of Industry

## I - What is ADEME? (2)

- Budget of 300 M€ in 2004
- Subsidies to local authorities, companies, individuals, research centers
- Information (TV campaigns, etc.), expertise
- Main activities : waste (more than 50% of budget until 2002, decreasing rapidly), energy (increasing, near 50% of budget in 2004)
- Increasing role due to international context (Kyoto protocol) and oil shock

## I - What is ADEME? (3)

- A board including ministries, environmental associations, elected officials
- 900 employees in France (+50% between 1997 and 2002)
- Headquarters in Paris, Angers (west) and Nice (south)
- 26 local representations

## II - Targets and methodology of control (1)

- 2nd control carried out by the Cour des comptes since creation of ADEME
- 1998 control criticized management but could not focus on policies
- The context had changed since 1998 (new management, new policies)
- Control on 1997-2004
- Efficiency + value for money

## II - Targets of control (2)

- Usual points : management (budget, accounting, human resource, purchasing policy) → Management's efficiency
- New points : audit of policy implementation and critical analysis of results on main issues (waste, energy) → Performance/Value for money and accountability
- Team of control : 2 auditors+1 assistant during 6 months

## II – Methodology (3)

- Documents + visits
- All kinds of documents dealing with ADEME, its management, its policies : annual accounts, budgets, reports, memos, minutes of board meetings, statistics, instructions from ministries
- Questionnaires sent to ADEME
- Visits : main departments, 3 local representations (including local partners), former lead plant now under ADEME scrutiny (North of France), ministries

## II - Management efficiency (4)

- Audit of accounts : are the budgets balanced? Are the accounts reliable?
- Focus on top salaries and perks, travelling expenses, research, working hours, social benefits
- Control of a selection of main subsidies to local authorities, private companies, research centers

## II - Performance in implementing policies (5)

- Are the targets committed to by ADEME on main issues achieved?
- Is ADEME interested in developing accountability?
- Are the indicators relevant, reliable, useful?
- What results regarding to invested money?

## II - Waste (6)

- Main issue (1992-2002), decreasing
- Important role of ADEME in supporting the efforts of local authorities to modernise domestic waste system (to cope with national and European regulations)
- Less convincing about new waste-limiting industrial processes or waste recycling
- New purposes (electronic waste) but decreasing budgets

## II - Energy (7)

- Minor role compared with EDF, CEA
- ADEME not responsible for French energy policy
- France behind main European countries for wind energy, photovoltaic energy, solar energy (but first for nuclear and hydro-electricity)
- ADEME achievements unconvincing and with little effect on energy supply equilibrium in France
- Mixed results of research programs

# Conclusion

- Report sent to ADEME for response
- Final report sent to Ministries, and may be demanded by Parliament
- Combines audit of management (efficiency) with audit of implementation of policies (more difficult)