Audit of the organizational structure for implementing environmental policy in Norway

Anne Fikkan, Deputy Director General
Audit challenge: The environment does not follow national borders
Possible solutions:

• Joint or parallel audits
• Use of international conventions or standards
• Exchange of experience and knowledge
Audit challenge: The responsibilities for environmental issues are complex

Ministry of the Environment
Ministry of Agriculture and Food
Ministry of Health and Care Services
Ministry of Fisheries and Coastal Affairs
Ministry of Petroleum and Energy

Regional offices
Regional offices
Regional offices
Regional offices
Regional offices
Possible solutions: Broad approaches
Audit challenge: Are there patterns?

• Several audits show that the Ministry of the Environment has limited success as co-ordinator when other ministries are involved.
• Overall environmental goals adopted by the Parliament are not achieved.
Possible solution: ”Meta-audit”

The Norwegian Office of the Auditor General has started a process to audit the organizational structure for implementing environmental policy.

• First step: Analyse the existing audits to identify possible patterns.

• Second step: Fill the gaps of knowledge.

• Third and difficult step: Is the issue auditable?
Possible solution: ”Meta-audit”

- Methodologically difficult:
  - Conflicting goals.
  - Structural incompatibilities.
  - Unclear distinctions between politics and management.
Environmental ”meta-audit” – difficult, but possible?

All help and good advice are welcomed!