



MIDIR

Multidimensional Integrated Risk Governance

**A comprehensive and scalable approach to governance for:
resilience, sustainability and performance monitoring of
organisations and networks**

Introduction to methodology



SIXTH FRAMEWORK
PROGRAMME



EUROPEAN COMMISSION



Acknowledgement

The publication was funded by the European Union as a part of the Sixth EU Framework Programme for Research and Technological Development Coordination Action “Multidimensional Integrated Risk Governance” (MIDIR), contract no. SAS6-CT-2006-036708-MIDIR.

The MIDIR project was co-ordinated by the **Istituto di Ricerche sulla Popolazione e le Politiche Sociali** (Institute of Research on Population and Social Policies), an Institute of the CNR (National Research Council), Italy.

A description of the project can be found in the section “The MIDIR project”.

Web site for further information:

www.midir.eu

Edited and published by Regione Lazio, Assessorato “Tutela dei Consumatori e Semplificazione Amministrativa”, with support of LAit S.p.A., Gaiasoft International Ltd., Istituto di Ricerche sulla Popolazione e le Politiche Sociali, Universität Dortmund and T6 Ecosystems srl.

Contributions by all MIDIR project partners:

- Istituto di Ricerche sulla Popolazione e le Politiche Sociali;
- Universität Dortmund, Institut für Raumplanung;
- iku GmbH;
- Gaiasoft International Ltd.;
- Ministerium für Arbeit, Soziales, Gesundheit, Familie und Frauen Rheinland-Pfalz;
- Regione Lazio, Assessorato alla Tutela dei Consumatori e Semplificazione Amministrativa, with support of LAit S.p.A.

Design: Gevi Service Italia S.r.l.
www.geviweb.it

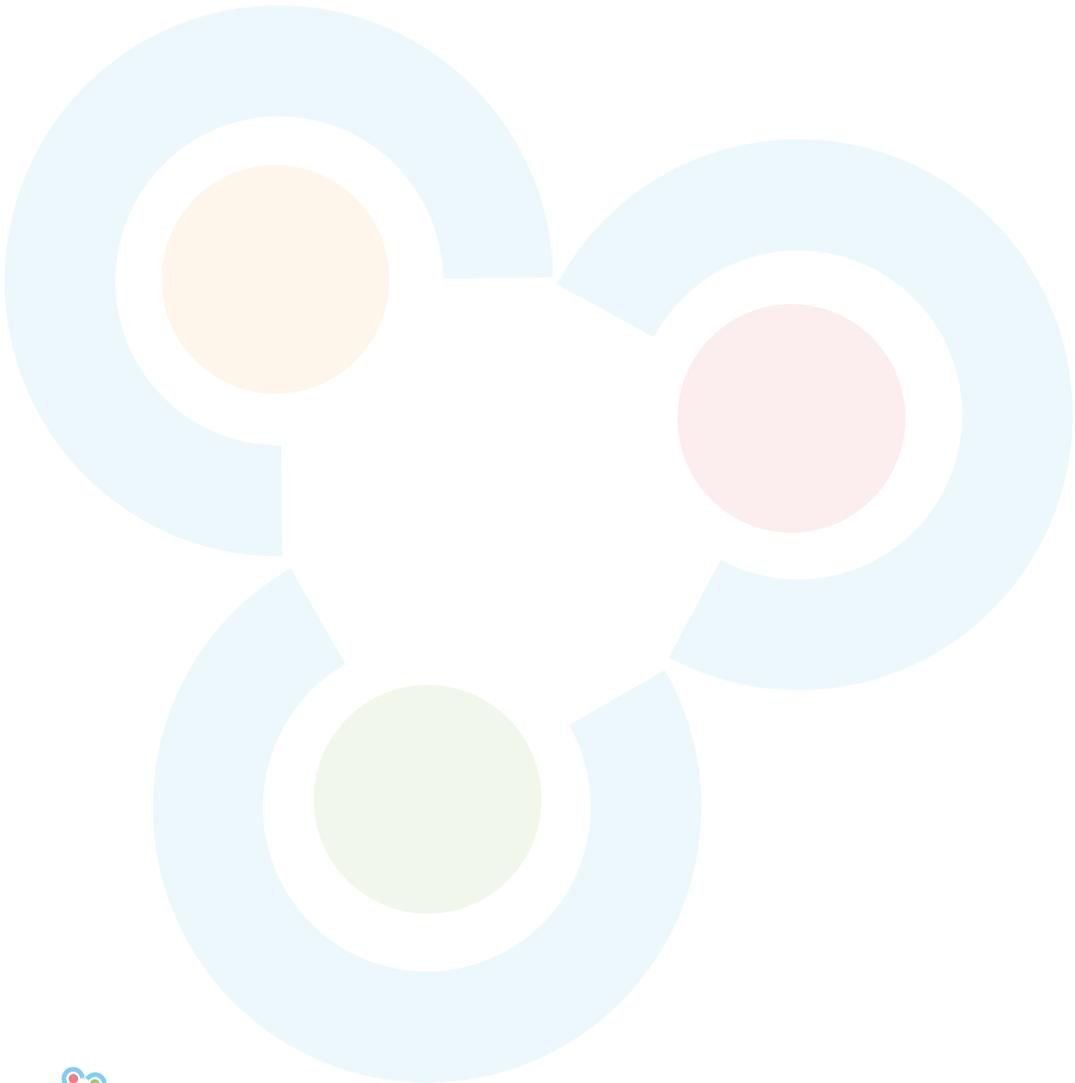
Date: May 2008

Structure of the Brochure

A Risk Analysis Approach and Tools
Aligning groups to develop a culture and process for effective action

The MIDIR Approach in Nine Steps

The MIDIR project



A Risk Analysis Approach and Tools

Aligning groups to develop a culture and process for effective action

We present here the MIDIR Multidimensional Integrated Risk Governance framework - a comprehensive and scalable governance approach that can help create a culture of resilience and sustainability within and between groups. It includes performance monitoring capabilities suitable to organisations and to networks of organisations.

Integrated Process and Software Tools

MIDIR's purpose is to help groups reduce their risks and achieve greater sustainability as well as resilience when faced with challenges. The "MIDIR Approach" recommends a practical process for governance and the software tools to implement, manage and monitor that process. It enables swifter more effective organisational and multi-stakeholder performance, even during times of conflicting demands and changing conditions.

This work reflects the collaboration of experts across three nations (Germany, Italy and the United Kingdom) who, for nearly two years, have reviewed, analyzed, tested and adopted the best of many ideas about risk reduction. We now offer this integrated change management solution to governments, agencies, public administrations and businesses that hold the responsibility for their constituents' well-being. It is suitable for change that is relatively small in scope or when the need to change develops from large-scale, stressful challenges.

The MIDIR Approach is a system for success that reduces costs and risks of execution while building cross-functional awareness and cooperation. It provides a comprehensive, end-to-end process that combines planning facilitation, monitoring and evaluation, knowledge management and continuous learning. It is adaptable to various programmes and objectives. Its integrated capabilities save time and lower costs, initially and on-going. The MIDIR Approach simplifies management and governance processes, reduces the risk of losing information or lacking coordination between programmes or groups.

Overall, MIDIR is a cost-effective, efficient way to move quickly while maintaining synchronicity between people, resources and objectives.

Designed for Complex, Dynamic, Multi-stakeholder civic and business situations

Several considerations are apparent in our work. Large organisations such as city governments are complex, with a diversity of stakeholders, resources, constituents and issues. They operate in the context of ever-changing conditions and capabilities that are hard to identify, so leveraging them into practical, swift coordinated action is not an easy task. Resources such as manpower, funding and time are always scarce, implying that there is little room to recover from error or failure without consequence. We sought to develop a tool that recognizes and uses these conditions, one that opens forward-thinking opportunity as much as it addresses current risks and challenges. We offer here a tool that thrives in a complex, dynamic setting, one that recognizes change and makes practical adaptations swiftly, systematically.

Enabling Positive Outcomes

A challenge or risk can be seen as an opportunity when it is met with confidence, clarity and optimism for a positive outcome. We hope this tool enables its users to view challenges, even those created in turbulent conditions, as opportunities. This approach helps groups build community and consensus, create alliances and trade between those that need and that have and makes possible, in a thousand to-be-discovered ways, actions that lead the group into becoming more self-reliant and buoyant.

Preparing for and Managing System-wide Challenges

The MIDIR Approach enables communities to systematically prepare for and respond to challenges such as extreme weather, pandemics, security and terror threats, economic shifts and other unknown but potential occurrences. It may also be appropriate for planning and managing major or multi-national projects such as construction, transportation or other projects and activities that must anticipate risks and responses.

MIDIR's Practical Capabilities include

- an integrated, single framework that accommodates multiple stakeholders operating harmoniously in a complex, swiftly changing and dynamic environment;
- templates that enable scaling and reporting at various levels and perspectives;
- the best qualities of other risk-reduction approaches, selected after a review of many ideas;
- benchmarking and data/knowledge management that bring a project's best practices to light so they can be recognized and adapted by others;
- collaboration and peer learning between roles and organisations that build understanding which leads to effective partnering and support;
- large-scale service delivery across national/regional as well as local levels of governments and agencies, making possible the alignment of goals and programmes, easier communications and swifter accomplishment of tasks and objectives.

Getting Started is Easy

We encourage you to explore the MIDIR Approach for your organisation and opportunities. Consider how a single integrated environment might solve routine communications and planning processes. Take note of needs to share information and learning that are cumbersome with traditional methods and tools. Most of all, consider how the work that must be done can be shaped into an enriching environment that supports what can be done, where everyone works in alignment and harmony towards a common objective.

The MIDIR Approach in Nine Steps

The MIDIR Approach is a methodological concept that brings together the state-of-art in risk governance concepts with methodological and procedural needs, identified by those who are close to the daily practice in risk communication. Further, it is a comprehensive risk governance concept which aims at a broad and active involvement of decision-makers at the relevant political and administrative levels and/or of stakeholders. The concept is supported by a tool that is able to monitor the performance of a risk governance process and can be used in cases of risks you are dealing with.

The step-by-step application of the MIDIR Concept to the practical needs of e.g. your process will be explained (by the use of some practical examples) by the following nine steps, presented in Figure 1:

Figure 1: Risk Governance with support of the MIDIR-Project: Step-by-Step

Step 1: Definition of the issue/problem <i>Out of this results the</i>		Step 9: Continuous monitoring and review of risk governance process & continuous consultation
Step 2: Creation of a workgroup <i>The group defines and establishes</i>	↻	
Step 3: The Key Performance Indicators (Part A Indicators) <i>to substantiate the Part A Indicators for their own needs.</i>	↻	
Step 4: Stakeholder involvement <i>to substantiate the Part A Indicators for their own needs.</i> <i>This could be done through:</i>	↻	
Step 5: Realization of stakeholder's interviews <i>The outcome of these need</i>	↻	
Step 6: Evaluation of interviews <i>The results of the evaluation leads to</i>	↻	
Step 7: Selection of Part B Indicators <i>If needed:</i>	↻	
Step 8: Possible involvement of other interested partners	↻	

Step 1: Definition of the issue/problem

Before starting with the problem-solving of a given risk, it is necessary to ask yourself: What should be achieved (especially for long-term)? What would be an optimal state of dealing with this risk? Defining the overall vision, mission, priorities and goals with regard to the specific risk is the focus of this first step (see example in Box 1).



Box 1: Example "Risk related to forensic patients under hospital treatment order"

Identified issue: Need of strategies for the early detection as well as the identification of risks and methods for assessment of risk occurrence probability.

Step 2: Creation of a workgroup

Once the 1st step is clarified, the 2nd step concentrates on setting up a working group, focussing on the described issue/problem. This working group will normally be established by an administrator who is in charge of managing a certain risk, either due to internally identified weaknesses of a given management system or stimulated from outside the organisation (e.g. by pressure of stakeholders). In any case, such a working group should combine all the available expertise with regard to the addressed risk. If needed, competent scientific experts should be included.

This working group aims first of all at defining a procedural path that is in line with the characteristics of the addressed risk and the given legal and socio-cultural background. Here, some key-questions could be:

- What is the aim of the group/project? The problem-framing should be clear.
- Who are the people/institutions who should be invited to participate in the working group? This depends on the topic; sometimes various experts in different fields are necessary. However, the main people in charge for the specific risk have to be involved.
- How many people should be invited to participate in the working group? Too many participants may cause endless discussions that may delay or even elude a result.

These questions drive the overall character and guide the structure of the further work. It is also possible to create several groups, which work on different subsections of the given issue/problem, as seen by the German example (see Box 2). This strategy is recommended primarily in cases of a complex risk setting and/or the involvement of people with a very different professional background. In this case, special attention should be paid to the coordination of the subgroups.



Box 2: Example “Risk related to forensic patients under hospital treatment order”

Two working groups were established and worked in parallel:

- Working Group 1 dealt with public information needs and developed common guidelines for the information policy.
- Working Group 2 discussed risk management issues within release and vacation measures and developed cornerstones for a concept of forensic out-patient care.

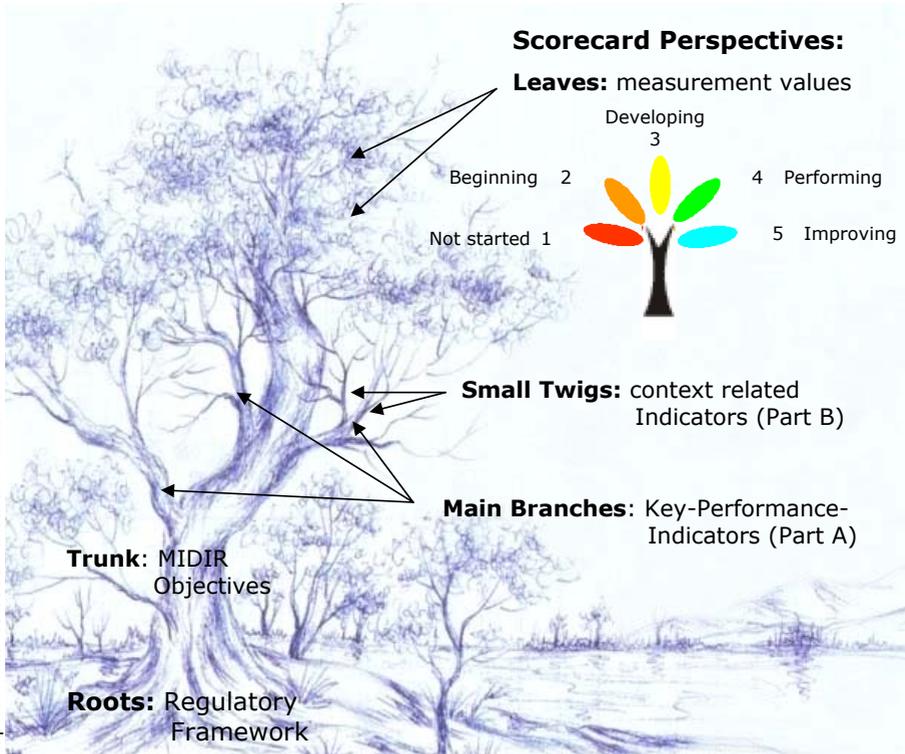
Remark: The process will certainly be more efficient and lead to more satisfying results, if the public and/or private bodies that are legally responsible for decision-making are represented right from the beginning. A person or a small team should be appointed who will be in charge of the procedural aspects. Furthermore, an external moderation should be considered: it could support the structuring and accompany the process, as was done in the MIDIR case studies. This avoids losses of time and efficiency (e.g. due to different hierarchical levels or different understandings of certain topics) and offers professional help in dealing with emotional responses to risk.

Step 3: The Key Performance Indicators (Part A Indicators)

The established working group works with an indicator system, providing a structure for commonly agreed solutions for the given issue/problem, allowing a steady improvement and continuous monitoring (see Steps 3.1 to 3.3 below). This system consists of a set of so called 'Key Performance Indicators'. They aim at measuring how a programme or a concept is achieving its given objectives at different stages of the process and define under which perspective performance will be measured along a scale or dimension. The MIDIR Approach provides the "MIDIR-Indicator-System", identified in a scientific analysis of a wide range of projects and initiatives in the field of risk governance. It consists of twelve Key Performance Indicators that are the basis for an efficient mapping of activities, performance and results with regard to a specific risk. The system is divided into so called "Part A Indicators" that are generally valid for every risk setting in contrast to "Part B Indicators" that are context related aspects, to be defined individually according to the characteristics of a specific risk setting (see Step 7).

This interdependence of Part A and B Indicators can be visualized by the example of a tree (see Figure 2).

Figure 2: Risk Governance Tree



Approach source: Galiasoft; Image Source: Based on Website Kunststnet, available at: <http://www.kunststnet.de/Kunststwerk-48039.html>

The main objectives of the MIDIR project can be understood as the **trunk** of the tree. The Part A Key Performance Indicators are visualised as **main branches** of the tree. However, in order to gain specific knowledge about a certain risk setting, more detailed information is needed; therefore, Part B Indicators are shown by the **small twigs**. They have to be identified on the basis of the main risk governance principles which are measured by Part A Indicators. This guarantees their proper identification. For the identification of Part B Indicators the involvement of stakeholders is of major importance, as they contribute with their specific needs and expectations (see Step 4). Finally, measuring values have to be identified showing the current performance of a certain indicator. They are shown as **leaves** of the tree. The colour shows the performance of the indicator.

The twelve identified MIDIR Part A Key Performance Indicators are divided into the following parts: Basic/Content, Procedure, Stakeholder, Resources and Expertise, as shown by the following Figure 3:

Keyword	Key-Question	Objective	Key Performance Indicator
Principles	What are the guiding principles?	Definition of guiding principles and a consistent "target system".	Operationalisation of the guiding principles.
Trust	How far is attention paid to relevance of an atmosphere of mutual respect and trust?	Between all relevant stakeholders and decision makers an atmosphere of mutual respect and trust exists.	Reflection of trust concerning people/institutions.
Objectives	What are the concrete protection goals for subjects of the protection?	Definition of a comprehensive and obligatory understanding of the damage-protection-relation.	Degree of obligation concerning the protection goals for the subjects of the protection.
Accountability principle	How far is accountability defined at each level (process, each risk)?	Each person knows his responsibilities and acts accordingly.	Definition of the responsibility.
Justification	How far is the activity concerning the management of existing risks justified?	Justification of action in the area of risk management.	Definition and agreement on justification concerning the exposure to risk.
Representation	How far are all relevant social groups (and their representatives, stakeholder respectively) and their expectations known?	Identification of all relevant social groups and their expectations.	Degree of high profile of all social groups and their expectations.
Access to information	To what extent is information for all stakeholders accessible?	Access for all stakeholders to the relevant information.	Degree of the availability and understandability of the relevant information for stakeholders.
Tolerance process & outcome	How far do the stakeholders tolerate/accept the risk governance process and its outcomes?	All involved stakeholders tolerate/accept the risk governance process and its outcomes.	Degree of the tolerance/acceptance on the part of involved stakeholder.
Dialogue	To what extent is a constructive dialogue with the relevant stakeholders available or conducted?	Establishment of custom discourse-processes concerning risk topics.	Quality of discourse-processes with relevant stakeholders (i.e. public or private representatives).
Financial Resources	To what extent do the available financial resources meet the requirements of the defined Risk Governance Process?	Allocation of sufficient financial resources for a successful risk governance process.	Degree of realisation of a financial concept.
Staff Resources	To what extent do the staff resources (technical qualification and number of people) meet the requirements of the defined Risk Governance Process?	Allocation of adequate staff resources.	Realisation of a staff assignment concept.
Role	How far has the role of experts been defined?	If experts are involved, their roles within the decision-making process have to be defined.	Degree of definition and agreement concerning the roles of experts.

Figure 3: Definition of indicators for MIDIR Approach

3.1 Definition of measuring values

Indicators alone cannot meet the demands of an integrative and multidimensional risk governance concept. A prerequisite for an assessment are clearly defined (qualitative and quantitative) measuring values for each of these Key Performance Indicators. The measuring values shall ideally be identified and defined by the working group. They show the current performance of a certain indicator (see Box 3). Here, the guiding-question for every chosen indicator is:

- How can the indicator be measured?



Box 3: Example “Risk related to forensic patients under hospital treatment order”
Definition of guiding principles and a consistent “target system”.
Key-Performance-Indicator: Operationalisation of the guiding principles.
Measuring value: Degree of operationalisation of the guiding principles (see 3.2 below)

3.2. Classification of measuring values

Once the measuring values are elaborated, appropriate levels for their classification as well as the number of classes are needed. The number of measuring values can vary between the indicators. There might be indicators that need only three measuring values to describe their performance, others might need five. In the following example five classes were chosen. The level of classification allows the assessment of the performance for a given process at different stages. A possible classification is described in Box 4:



Box 4: Possible classification for the measurement of performance

Not started	Beginning	Developing	Performing	Improving
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An example for the classification of the Topic “Principles” is given in Box 5.

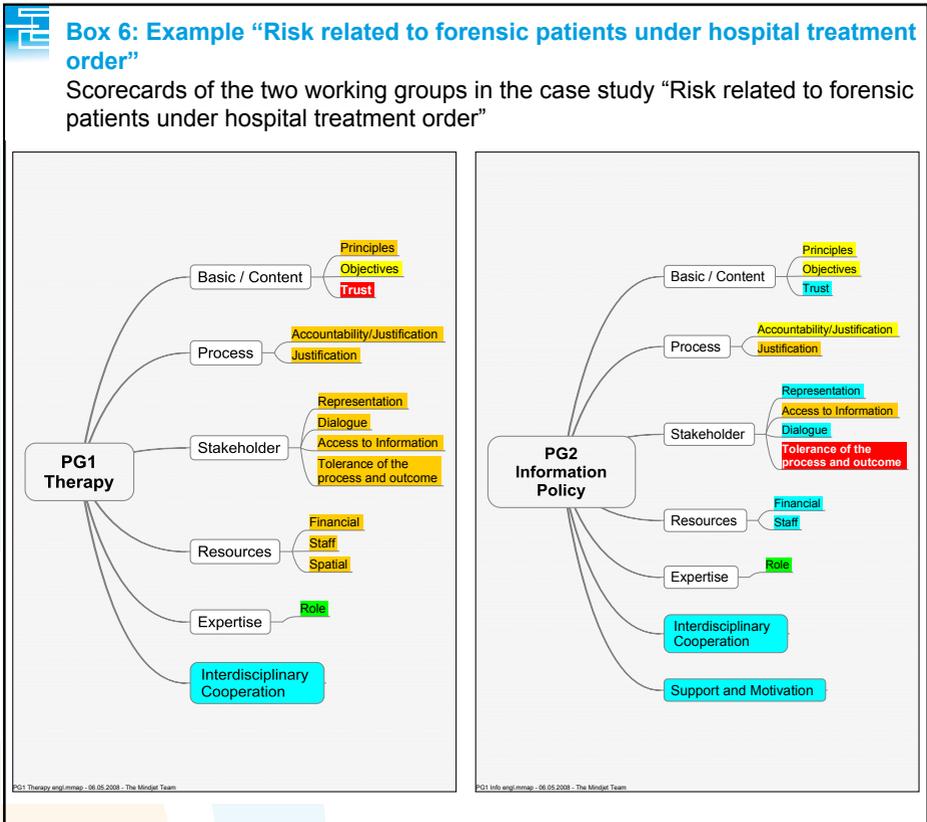


Box 5: Example for the classification for the Topic “Principles”

	No guiding principles
	Discussion process about guiding principles started
	All guiding principles are defined
	Discussion concerning the “target system” started
	Principles through a consistent system of objectives – which are continuously reviewed and, if applicable, adjusted – are operationalised

3.3. Scorecard

Now the state-of-the-art of dealing with the specific risk can be assessed by means of the chosen indicators and the defined classification. The results will be filled in a scorecard for illustration. A scorecard is a tool which shows if activities on a specific issue are in line with its overall objectives (the defined vision or overall goal of Step 1). An example for such a scorecard can be seen by the two working groups of the German case study (see Box 6).



The completed Scorecard is the basis for further activities to be defined by the working group in order to improve current performance of an existing risk management.

In MIDIR, the results were processed by an electronic management, monitoring and evaluation tool: in doing so, the specific risk was continuously assessed. The tool provides an overview of the process over time which helps to understand strengths and weaknesses of activities, results and performance (see Box 7) and allows benchmarking of activities, carried out by different administrative units/organisations etc.

Box 7: Example for the emerging “health risk due to eCommerce”

The screenshot shows the MIDIR Integral Scorecard interface. The main content area displays a table for 'Part A Procedural and methodological aspects' with columns for months from Oct 2007 to Apr 2008. The table is organized into sections: 'Part A & B > Measure', 'Part A Procedural and methodological aspects', and 'Part B'. The 'Part A' section includes rows for 'Access to Information', 'Financial Resources', and 'Personnel Resources'. The 'Part B' section includes rows for 'Process', 'Time Resources', and 'Equipment/Tools'. Each cell in the table contains a status label (e.g., 'Not available', 'Ad hoc', 'Initiated', 'Defined', 'Operating', 'Reviewed') and a corresponding colored traffic light icon. Below the table, there is a legend for the traffic light colors: Red for 'Not available', Yellow for 'Started', Green for 'Available', Light Green for 'Applied', and Blue for 'Reviewed'. The legend also provides a brief explanation for each status.

Part A & B > Measure	Oct 2007	Nov 2007	Dec 2007	Jan 2008	Feb 2008	Mar 2008	Apr 2008
Part A Procedural and methodological aspects							
Access to Information	Not available	Not available	Not available	Not available	Started	Available	Applied
Financial Resources	Ad hoc	Ad hoc	Initiated	Initiated	Transparent	Funding	Funding
Personnel Resources	Initiated	Initiated	Defined	Defined	Operating	Operating	Reviewed
Part B							
Process	Not defined	Not defined	Not defined	Started	Started	Started	Defined
Time Resources	Ad hoc	Initiated	Initiated	Initiated	Defined	Defined	Operating
Equipment/Tools	Ad hoc	Initiated	Initiated	Initiated	Defined	Operating	Reviewed

Step 4: Stakeholder involvement to substantiate the Part A Indicators for their own needs

After the Key Performance Indicators were selected and the theoretical work was done, affected stakeholders have to be involved for validation of the indicators. Stakeholder involvement is one of the most important aspects of a successful risk governance process (and therefore of the MIDIR Approach): the acceptability of a certain risk (and how to deal with it) is a normative question. In our European societies, governed according to law, such decisions should be based on a wide acceptance among affected persons. Stakeholder involvement raises the quality of the risk governance process and will, as mentioned above, validate the indicators or their measuring values. Stakeholder involvement might start already in Step 2 with their involvement from the very beginning in the working group. Or it might be added after the set-up of the risk governance system. Therefore the next steps might already be considered before.

In general, it is of high relevance to select “appropriate” stakeholders (administration, experts, population etc.). Here, the following questions could be used:

- Who are the relevant stakeholders?
- What are their interests and expectations?
- What kind of information is relevant for the stakeholders?
- What kind of dialogue process is suitable / applicable for stakeholder involvement?

This was done in both case studies used in connection with the MIDIR project (see one example in Box 8).



Box 8: Example for the emerging “health risk due to eCommerce”

In this risk the MIDIR methodology was applied to the starting stage of the risk cycle: the risk assessment.

Stakeholder involvement was of major importance: after carrying out a preliminary analysis on the phenomena, the MIDIR Team found out that there is a low availability of data concerning the purchase of on-line medicines and often this data is very fragmented. The main output of the preliminary analysis was that there is a gap between objective and perceived risk: although the objective risk related to online medicine purchasing is high, the users’ real risk perception is low in Italy.

Due to the lack of data regarding the on-line medicines commerce and control institutions in this sector, it was necessary to select and involve the main local, regional and national stakeholders active in the health and pharmaceutical field in order to get a clearer picture on the current situation. This was the core activity of the Italian case study.

Step 5: Realization of stakeholder’s interviews

There are several ways how to involve the stakeholders in a process of risk governance. One – which was also used for the MIDIR project and especially the Italian case study – are interviews. This was the first tool used to carry out the risk assessment process where stakeholders were interviewed individually in face-to-face meetings.

The following structure of such a stakeholder interview is recommended according to an example provided by the MIDIR partner IKU:

Risk perception

- Regarding the arguments: “Which is the perception that people have about the specific risk? Which effects do you expect? What do you expect from the measures / activities?”

Activities developed in the reference field

- Regarding the roles of the organisation: “Which role do you assign to your organisation in the risk governance process? Which role / responsibility do you assign to the other relevant stakeholders?”

Suggestions

- With a view to the follow-up activities for the specific topic: “What determines the further procedure / the information policy / the dialogue between stakeholders in your opinion? Which topics / questions should be handled and how?”

Step 6: Evaluation of interviews

After all the interviews were carried out, the next step is to evaluate them, where all relevant aspects are listed and analysed. Guiding questions for the analysis could be those from the questionnaire itself (see Step 5).

The results of the interviews are the starting point for the elaboration of Part B Indicators (additional indicators for the specific risk) that will be discussed in the next steps.



Box 9: Example for the emerging “health risk due to eCommerce”

Interviews with stakeholders showed that the risk of purchase of medicines via the internet -carried out through non official distribution channels- can be considered as high because of: fraud, forged drugs purchase, lack of quality checks, lack of origin guarantee, drug composition and conservation. In addition the potential client is missing information by doctors and pharmacists about consumption, interactions with other drugs and counter-indications. Stakeholders are interested in a dialogue among the involved parties as a chance to work on a risk reduction. They suggest an awareness campaign about the seriousness of the problem with specific communication for different target groups (e.g. at school, in sport centres etc).

Step 7: Selection of Part B Indicators

Part B Indicators are specific, context related aspects which are not part of the general Key Performance Indicators mentioned in Step 3. These are defined by the working group, possibly with the involvement of the relevant stakeholders. All additional indicators closely relevant for the given topic/issue/problem can be included (see Box 10). However, it should be considered that too many indicators make the process itself complex and consuming in terms of time and resources and can often lead to difficulties when assessing the risk. The scientific literature suggests not more than a few (approximately 20) aggregated and comprehensible indicators. The subsequent sub-steps are the same as described in Step 3.



Box 10: Example “Risk related to forensic patients under hospital treatment order”

Identified specific topic by the working group:
Interdisciplinary Cooperation

Key-Question: How far is interdisciplinary cooperation realised?

Objective: Interdisciplinary cooperation is seen as a central prerequisite for developing common standards or concepts

Part B Indicator: Degree of interdisciplinary cooperation

Classification and measuring values:

	Involved professions not defined
	Definition of problems/questions and requirements concerning (external) professions (e.g. professional or process competence)
	Possible persons known (names)
	Choice of professions and known persons meet the acceptance of the process participants
	Involvement of representatives of professions into ongoing processes incl. performance review

Step 8: Possible involvement of other interested partners

The MIDIR risk governance methodology intends to involve as many social groups as feasible in order to be as democratic as possible.

In the risk assessment stage it could be especially useful to involve not only the stakeholders active in the field but also citizens, especially when all citizens are threatened by the risk and that the risk can worsen and spread without control. In this case the key-questions to answer are:

- What/Do other interested partners exist?
- Which position do they take in the process?

Ways to involve citizens in the process are manifold. Examples are focus groups or communication campaigns.



Box 11: Example “Risk related to forensic patients under hospital treatment order”

Information brochure

The project group “information policy” developed information policy guidelines for hospital treatment order in Rhineland-Palatinate in agreement with the ministry (MASGFF), the competent authority (LSJV) and the management boards of the clinics. The guidelines comprise concise statements on one page and include a preamble, objectives and principles. They are accompanied by an information brochure addressed to the general public.

Step 9: Continuous monitoring and review of risk governance process as well as continuous consultation

It should be clearly stated, that the Key Performance Indicators, measurement values as well as the indicator classifications are subject to a dynamic process and are not static nor unchangeable. They have to be adapted periodically depending on the expectations and necessities of the responsible body/institution as well as to the existing and possibly changing circumstances. But also the changing activities of your institution and the progress of your review cycle have influences on the measurement values as well as the classifications. So, it is necessary to update them according to the requirements of the responsible institution/body and situation/circumstances. Therefore Step 9 goes in parallel to all other Steps as shown in the above overview.

The MIDIR project

Framework

The project “Multidimensional Integrated Risk Governance” (MIDIR) is a Coordinated Action in the Sixth Framework Programme of the European Commission, Area “Science & Society”, Priority “Integrative approaches to risk governance”. The main aim was to develop a resilience and risk governance concept based on existing research and an accompanying management, monitoring and evaluation tool. In this context, the material goal “resiliency” and the more procedural approach “risk governance” were combined through an interdisciplinary approach defining a reasonable path (risk governance) towards the material goal of creating resilient communities. The concept has been tested in various real decision-making settings of existing risk management systems.

Project Summary

Current risk management research and practice is fragmented by subject and level of decision-making. Risks to our social fabric violate boundaries between nation states, government and communities. Trust is fundamental for risk interpretation of the public between “real” and “perceived” risks. Limitations of risk science, the importance and difficulty of maintaining trust, and the socio-political nature of risk mean that a new approach is required: More public participation in risk assessments and decision-making is needed in order to make the decision process more democratic, improve the relevance/quality of technical analysis and increase the legitimacy and public acceptance of political decisions.

With this background in mind, the main objective of the MIDIR project was to develop a new resilience and risk governance concept.

The concept has been tested in the real decision-making settings of existing risk management systems by the example of two emerging risks with a high degree of uncertainty and ambiguity:

- risks related to criminals under hospital treatment order and
- risks related to health due to e-commerce.

Main results

After 24 months of collaboration between the partners of the project the main results are:

- an overall framework for risk governance as well as resilience measurement and monitoring, the MIDIR Approach, based on a review of current standards and state of the art, tested on various risks and in different cultures;
- a measurable and tangible approach to allow a culture of collaboration for sector organisations in preparing for and meeting cross-sector risks;
- a tested e-management resilience tool that can be used for resilience planning, monitoring and management across stakeholder organisations from European, national to local levels;

- worked examples based on two case studies, resulting in quantitative risk measures and Capability Maturity Models to capture know-how in the domain, supported by a linked database of knowledge and case study experience;
- a framework of questions whereby the completeness of risk awareness in a situation can be ensured or at least improved;
- a wide dissemination of the overall framework among decision-makers and science all over Europe by a project website, paper material, networking and events.

The main results are reported in the following project deliverables which can be downloaded from the MIDIR website (www.midir.eu):

- Del. 1.1: Analysis of recent EU, international and national research and policy activities in the field of risk governance;
- Del. 1.2: Scalable resilience and risk governance concept including guidelines on stakeholder involvement;
- Del. 2.1: Experiences with the application of the risk governance concept for risks related to forensic patients in Rhineland-Palatinate;
- Del. 2.2: Experiences with the application of the risk governance concept and tool for health risks related to ecommerce in the Lazio Region and its transferability to other member states;
- Del. 2.3: Report indicating necessary changes to risk governance concept in light of experiences in test cases;
- Del. 2.4: Online tools for developing Sustainability and Resilience Methodology, experience and cost effective solutions from MIDIR EU Research project.

Case study 1: Risks related to forensic patients

The German case study tested the application of conceptual elements using the example of risks related to forensic patients under hospital treatment order. In the federal state of Rhineland-Palatinate, represented by the Ministry of Labour, Social Affairs, Health, Family and Women (MASGFF), mentally disordered respectively addicted offenders are treated in three specialized hospitals. The patients get psychological support aiming at improvement, whilst at the same time ensuring the protection of society from further offences. Now and then the matter of security or dealing with risks related to forensic patients becomes an issue of public debate, particularly when harmful incidents have occurred, e.g. a spectacular escape or relapse of a criminal during the phase of release.

In order to support the governance for this specific risk, MASGFF decided to establish a steering committee with decision-makers from all three clinics in the region (Rheinhesen Fachklinik Alzey, Klinik Nettgut, Pfalzkrlinikum) as well as representatives from the Ministry and the responsible public Authority (Landesamt für Soziales, Jugend und Versorgung). The intention was, apart from testing the MIDIR concept, to work on particular important topics related to security and its perception by the public.

The steering committee decided to concentrate on the topics of:

- Enhancing security/reducing risk of relapse after the release of the patients;
- Information policy to the public.

Two working groups were established:

Working group	Objectives	Target groups	Tasks	Collaboration	Human Resources	Next steps
Therapy	Enhancing security / reducing risk of relapse, better chances for social re-integration	Selection of patients with regard to legal framework possibilities and boundaries	Risk assessment of the patients, prognosis and therapy concepts (among others)	Network of justice, clinics, neurologist surgeries and other complementary units (forensic "helper conference")	Staff with forensic experience	Agreements with ministry of justice, negotiation between ministry and health insurance about financial issues and contract specifications
Information Policy	To implement and publish information policy guidelines as part of a layman-comprehensible information brochure about the system of hospital order treatment in Rhineland-Palatinate (Germany)	Selection of stakeholders to have information topics, expectations, problems and possible fears (interview-study with internal stakeholders, making the draft guidelines a subject of a conference)	Risk communication with/to all relevant stakeholders and person concerned	With the institutions in charge – the ministry (MASGFF) and management-boards of the clinics	Staff with communicative experience, mediators etc.	Brochure on forensic for public published by the Ministry

Case study 2: Risks to health due to e-commerce

The case study on risks for health due to e-commerce has been implemented by the Region of Lazio, Italy, in order to test the MIDIR Approach on a new and emerging risk with minimal information and low awareness but potentially a high risk. The concept has been tested in risk screening / problem framing and assessment. The process has been planned as follows:

- Interest and risk perception analysis carried out through interviews to ten stakeholders from the following bodies: The IMPACT- Italy Task Force (International Medical Products Anti-counterfeiting Taskforce) composed by: Italian Ministry of Health, Istituto Superiore di Sanità (ISS) - the leading technical and scientific public body of the Italian National Health Service, the Italian Medicine Agency (AIFA) and NAS Carabinieri, a special military branch of Carabinieri corps for the protection of health. The other involved stakeholders were Farindustria, the Italian Association of Pharmaceutical Manufacturers; the Italian Federation of General Practitioners (FIMMG); the Association of Pharmacists of Rome; The Roman Federation of Pharmacists (Federfarma Roma), the Agency for Regional Health Services (ASSR) and former students in the faculties of Pharmacy and Pharmaceutical Chemistry and Technology;
- On the basis of the interviews an analysis of the general framework of the specific risk situation was elaborated;
- A meeting with all the stakeholders involved was organized with the aim of identifying stakeholders needs and interests, selecting the Part A and Part B Indicators for the implementation of the MIDIR methodology;

- Discussion for the elaboration and development of a common brochure with the collaboration of all involved stakeholders (mainly the IMPACT-Italy Task Force) for wide dissemination and an awareness raising campaign within the Region and, possibly, around Italy.

In the case study it emerged that the pharmaceutical field and the respective risk setting involved parties with a different “impact” on the subject. It needs to be taken into consideration that some parties can be defined “stakeholders” because they regulate the market, while others need to be considered “observers”.

What also emerged from the case study of Lazio Region is that the health risks related to eCommerce could be potentially high but, in reality, it is not very visible in Italy yet because the Italian Health System (Sistema Sanitario Nazionale, SSN) guarantees health care to all citizens independently of their sex, residency, age, income, job and provides most medicines for free or at a very low cost. As a consequence of this, Italian citizens are more protected by the Italian Health System compared to those countries where it is legal to buy medicines via the internet. In Italy on-line illegal purchasing is carried out directly by the single citizens who overcome and do not take into consideration the official and authorized distribution channels (industry, wholesale distribution and pharmacies) and is mainly for anabolic steroids and erectile dysfunction products.

Thus, the MIDIR methodology, if applied in the risk screening/problem framing and assessment phase (as in the Lazio Region case study) it could become even more effective because it was applied at the root of the problem and it will be able to manage and monitor the risk governance process from the beginning, attempting to avoid the possible worsening of the situation in the future.

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An introduction to the MIDIR methodology and summary of the work undertaken by the MIDIR (Multidimensional Integrated Risk Governance) project, a Coordination Action funded under the Sixth EU Framework Programme for Research and Technological Development, Area "Science & Society", Priority "Integrative approaches to risk governance".



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