Risk Management Implementation In the Public Service Agency of the Technology Service Center of the National Research and Innovation Agency

Devi Aina Zuhria Dewi
Badan Pangan Nasional, Indonesia
Email: deviaina85@gmail.com

Afsdy Saksono
Politeknik STIA Lan Jakarta, Indonesia
Email: afsdyy@gmail.com

Luki Karunia
Politeknik STIA Lan Jakarta, Indonesia
Email: Luki@stialan.ac.id

ABSTRACT
Bureaucratic reform is reforming the old government bureaucratic system into a new and better bureaucratic system. The purpose of this research is to analyze the factors that cause risk management that has not been optimal and develop an optimal risk management management model. This research uses a qualitative method with case study analysis. This research also uses operational data to find the right risk management model. The data collection techniques used in this research include interviews, observation, and documentation. The growth of risk management concepts in the public sector has been slower than in the private sector, with the unique challenge of different management objectives focused on public service rather than profitability. Risk management practices help improve transparency and accountability, using both the COSO ERM and ISO 31000 models, with ISO 31000 being more commonly chosen by Indonesian government agencies due to its flexibility. Implementation measures include the development of policies, procedures and guidelines related to risk management, as well as training and socialization to improve staff understanding and awareness. Despite challenges such as new regulations and lack of socialization and work unit readiness, the risk management implementation process includes communication and consultation, context setting, risk assessment, risk mitigation, monitoring and review, and recording of risk management processes. The implementation supports the principles of good governance, with good communication and adequate human resources as keys to success, as well as the adoption of ISO 31000 standards that are appropriate for government environments including BRIN.

Keywords: Risk Management, Public Service Agency, Technology Service Center, National Research and Innovation Agency, Implementation, Risk Assessment
INTRODUCTION

Bureaucratic reform is a word that is often uttered and discussed recently in every discussion and conversation between civil servants in every central government agency, especially in relation to plans for additional income through remuneration that will be given or received by civil servants (Cook, 2014). Meanwhile, in general, the meaning of bureaucratic reform is to improve bureaucracy that was not good before, carrying out reforms that make the old government bureaucratic system a new, better bureaucratic system. To speed up the process of bureaucratic reform (RB), the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Kemen PAN and RB) has issued several regulations as guidelines for implementing bureaucratic reform, including Minister of PAN and RB Regulation Number 1 of 2012 concerning Guidelines for Independent Assessment of RB Implementation (PMPRB) (Sudictar & Hayati, 2022).

Judging from the components in the guidelines for implementing bureaucratic reform, it will be related to the Government Internal Control System (SPIP) which is implemented in each government agency. SPIP as stated in Government Regulation Number 60 of 2008 is an integral process of actions and activities carried out continuously by management and all employees to provide adequate confidence in the creation of organizational goals through effective and efficient activities, reliability of financial reporting, security of assets (Mukhlis et al., 2021). state and compliance with laws and regulations. Meanwhile, the components assessed in bureaucratic reform, namely the leverage component, are all internal aspects of government agencies that make various efforts to realize outputs and outcomes for the community or service users, human resources for their apparatus, and for local, national and international communities and realize performance as the goal. So that every part of the leverage component in the PMPRB will be related to the SPIP as part of the implementation of bureaucratic reform in good governance at that agency.

On several occasions the author observed and heard about SPIP in several government agencies, however, in explanations from agencies that were (ready) to carry out bureaucratic reform, information was obtained that the SPIP did not "resonate" and every element of SPIP had not been fully implemented, especially in terms of consistency of implementation and follow-up on implementation. SPIP in these government agencies so that the benefits and impact on the implementation of SPIP when linked to bureaucratic reform itself is less felt (Utami & Widarjo, 2022).

According to PP Number 60 of 2008, the Financial and Development Supervisory Agency (BPKP) plays an important role in encouraging and supporting Bureaucratic Reform by creating a climate for preventing Corruption Collusion Nepotism (KKN) and good governance through strengthening the Government Internal Control System (SPIP) in Ministries/Institutions (K/L) and regional governments (Pemda) so that they can ensure the smooth implementation of the duties and functions of these government agencies in a better direction (Ahmad & Warsono, 2020).

The government's commitment to realizing good and clean governance is proven, among other things, by the issuance of various legal instruments in the form of a package of state financial laws, namely Law Number 17 of 2003 concerning State Finance, Law Number 1 of 2004 concerning State Treasury, and Law Number 15 of 2004 concerning Audit of State Financial Management and Accountability. One of the important regulatory instruments which is a derivative of Article 58 paragraph (1) and paragraph (2) of Law Number 1 of 2004 concerning State Treasury is the issuance of Government Regulation Number 60 of 2008 concerning the Government Internal Control System (SPIP) as of 28 August 2008.
In accordance with Government Regulation Number 60 of 2008, the level of existence and role of BPKP is increasing, which was previously considered less strong and/or less "engaging" in relation to the legal basis of an organization or government agency (Hadianto et al., 2021). As is known, the position, duties, functions and authority of the BPKP are regulated in Presidential Decree Number 103 of 2001 as amended several times, most recently by Presidential Regulation Number 64 of 2005.

With Government Regulation Number 60 of 2008 concerning the Government Internal Control System (SPIP), BPKP has a new mandate and recognition as an internal supervisor of state financial accountability and supervisor of SPIP implementation. The articles in Government Regulation Number 60 of 2008 which give mandate to BPKP include:

1. Article 49 paragraph (2): BPKP carries out internal supervision of state financial accountability for certain activities;
2. Article 54 paragraph (3): BPKP periodically prepares and submits an overview of the monitoring results to the President with a copy to the Minister of State for Administrative Reform and Bureaucratic Reform;
3. Article 57 paragraph (4): BPKP reviews the Central Government Financial Report (LKPP) before it is submitted by the Minister of Finance to the President;
4. Article 59 paragraph (2): BPKP carries out guidance on the implementation of SPIP which includes the preparation of technical guidelines for the implementation of SPIP, socialization of SPIP, education and training on SPIP, guidance and consultation on SPIP, and increasing the competency of auditors of government internal supervision apparatus.

The mandate as SPIP supervisor is a new task with its own challenges, especially in developing the design and implementation so that it is easy to understand and implement by all government agencies.

On the other hand, with the existence of the Government Regulation on SPIP (PP-SPIP), every minister/institution head, governor, regent /mayor is obliged to exercise control over the implementation of government activities based on the SPIP as stated in Article 2 paragraph (1), and as well as being responsible for the effectiveness of the implementation of the internal control system in their respective environments. The PP-SPIP also serves as a minimum guide for leaders of government agencies when designing internal controls for their agencies.

On one occasion, the Vice President (Wapres) asked all government agencies, both central and regional, to immediately implement SPIP seriously as the foundation for implementing national bureaucratic reform. The Vice President also asked BPKP to increase cooperation with all levels of government agencies in implementing SPIP optimally according to the specified time plan.

Realizing the importance of implementing internal control in government agencies, in the 2010-2014 National Medium Term Development Plan (RPJMN) it is stated that the SPIP implementation policy is used as one of the main indicators of good governance, which must be implemented by every agency and become the operational basis for all development implementation, with a target that by 2014 a 100% effective internal control system has been implemented in every government agency (Purnama & Bestari, 2020).

The role of BPKP as SPIP supervisor is related to the role of internal supervision in the government because by strengthening SPIP, control over the implementation of government activities will be
increasingly protected from irregularities, abuse of office and so on that might occur. To strengthen and support the effectiveness of the implementation of the internal control system, it is necessary to carry out internal supervision through the role of the government's internal supervision apparatus and fostering the implementation of the internal control system.

As a supervisor and organizer of SPIP, the implications in every external assignment to a government agency, as an internal government supervisory officer, assistant to the President, the BPKP in carrying out the assignment with the results outlined in the report on the results of its supervision will be related to the elements of internal control contained in in the SPIP for activities/operations at the government agency or work unit.

Nationally, the implementation of SPIP in government agencies (central government), especially regarding the implications of SPIP itself as stated in PP Number 60 of 2008, has not been fully implemented (Wyatt et al., 2018). There are many obstacles, obstacles and challenges faced both from within the government agency itself (internal in nature) and from BPKP as the supervisor and organizer of SPIP (external in nature). So the purpose and presence of SPIP as described above becomes less useful or perceived for the organization/agency, especially nationally for the continuation of development that is fair, equitable, effective, efficient and free from KKN. Meanwhile, the work unit in government agencies that is closely related to SPIP, which handles inspection or supervision of government management and implementation is the inspectorate.

A phenomenon that currently frequently occurs is the weak performance of the Internal Audit Unit within a Ministry/Institution, which actually has an existence in carrying out its internal audit function, causing internal auditors to be ineffective (Suardini et al., 2018). Changes to a performance-based budgeting system optimize the use of government funds with an orientation towards achieving outcomes, considering the limited sources of funds and government resources. This budgeting system is adopted by many countries. The main concept is government entrepreneurship as an effort to improve government services to its citizens. This budgeting system is contained in Law no. 17 of 2003 concerning State Finance. The budget management mechanism is regulated in Law Number 1 of 2004, especially Article 68 and Article 69. This law states that government agencies can implement flexible financial management patterns with the main focus being productivity, efficiency and effectiveness.

These two laws underlie the financial management of the Public Service Agency (BLU) and are pioneers in reforming public sector financial management. The ultimate goal is of course to improve government services to the wider community. The Public Service Agency (BLU) is an agency within the Government which was formed to provide services to the community in the form of providing goods and/or services for sale without prioritizing making a profit and in carrying out its activities.

According to the Government Regulation of the Republic of Indonesia Number 23 of 2005, the Public Service Agency (BLU) is an Agency/Institution in the Government zone which is established to provide services to the public in the form of providing goods and/or services that are sold without prioritizing profit seeking and in carrying out their activities based on principles of efficiency and creativity. A financial management pattern that provides convenience in the form of freedom to establish sound business practices to improve services to the community with the aim of encouraging general welfare and making the life of the nation (society) intelligent, as an exception to the provisions on state financial management in general, is called the Service Agency Financial Management Pattern General (PPK-BLU).
The reason for conducting research on the implementation of risk management at BLU Pusyantek BRIN is that based on the results of field evaluations by the Ex BPPT BRIN Inspectorate in the 2020 fiscal year, BLU Pusyantek BRIN still has several risks that result in material and non-material losses. With the discovery of several audit findings by the Inspectorate Team. This means that it only fulfills the assessment documentation but is still lacking in terms of implementation. The importance of estimating a risk from a situation that can be clearly defined or is a potential threat or danger quantitatively or qualitatively. The application of risk management is useful for increasing understanding of projects, understanding of the risks faced including their impacts and can also provide appropriate reasons for decision making and the ability to manage risks efficiently and effectively.

The aim of this research is to analyze the factors that cause risk management that is not yet optimal and to develop an optimal risk management management model. It is hoped that the results of this research will be useful for BLU Pusyantek, National Innovation Research Agency, namely being able to understand, measure, monitor and control various existing risks. By understanding and managing risk management more optimally, it is hoped that organizations can improve performance and achieve their goals effectively.

RESEARCH METHODS
This research uses qualitative methods with case study analysis. This research also uses operational data to find the right risk management model. This research process is used with a qualitative approach to evaluate actual events or situations (real situations). This method is based on human understanding and behavior based on differences. Data collection techniques used in this research include interviews, observation and documentation. Considering the limited research time, interviews were carried out through sampling. In interview research, interviews will be carried out directly in the form of note-taking and recording. The tools used are a voice recorder, camera, interview guide, and document review guide. This research uses an interview guide which is used as a reference for questions during the interview process to obtain the necessary information. This interview was conducted face to face. This research uses document review to find out what data and information are relevant to be taken and processed further. The data processing and analysis process consists of several important stages. First, relevant data is collected and needed to answer the research questions. Next, the data that has been collected needs to be reduced by selecting, focusing, simplifying, and transforming raw data into more structured data. The final stage is drawing conclusions and verification, where the researcher interprets the data and draws conclusions that can be accounted for, as well as verifying the validity of these conclusions. Each stage in data processing and analysis techniques must be carried out carefully in order to obtain accurate and reliable analysis results.

RESULTS AND DISCUSSION
Position, Main Duties and Functions of the BRIN Technology Service Center (Pusyantek).
According to the National Research and Innovation Agency Regulation number 1 of 2021 concerning the Organizational Structure and Work Procedures of the National Research and Innovation Agency, the Technology Service Center (Pusyantek) is under the direct supervision of the Head of BRIN with administrative and technical coordination by the Principal Secretary of BRIN. Pusyantek is responsible for marketing management, project management, contract and licensing management, financial management, internal control units, and technology services administration. In carrying out these tasks, Pusyantek carries out various functions, including:
1. Marketing planning, development of science and technology services (IPTEK), digital and creative marketing,
2. Implementation of contract and licensing matters, implementation of science and technology services with planning, monitoring and evaluation, program and budget management, financial management, financial analysis, accounting and financial reporting,
3. Internal oversight, risk management, and administration of technology services.

A. Marketing Management Functions

The Marketing Management Section has responsibility for planning, developing, coordinating programs, as well as preparing marketing strategies and mechanisms, including their implementation. The Marketing Department is tasked with carrying out several functions, namely:

a. Planning and coordinating marketing programs for technology products and services.
b. Service development and marketing of technology products and services.
c. Preparation and development of information media for correctional purposes, as well as implementation and implementation strategies.

The field of Marketing Management consists of three sub-functions, namely:

a. Marketing Planning Sub-function, which is responsible for planning, coordinating programs, as well as preparing marketing strategies for science and technology (IPTEK) products and services, as well as implementing the marketing of these products and services.
b. Service Development Subfunction, which is responsible for service development and implementation of marketing of science and technology (IPTEK) products and services.
c. Digital and Creative Marketing Sub-function, which has responsibility for planning, developing, coordinating programs, as well as preparing digital marketing strategies, as well as implementing the marketing of science and technology (IPTEK) products and services.

B. Contract and License Management Functions

The Contract and License Management Sector has responsibility for carrying out contract and licensing matters in technology services. Functions carried out by the Contract and License Management Division include:

a. Prepare materials, compile and review contract texts for science and technology (IPTEK) services.
b. Prepare materials and carry out licensing processes in science and technology (IPTEK) services.

The field of Contract and License Management is divided into two sub-functions, namely:

a. Contract Subfunction, which is responsible for preparing, drafting and reviewing contract texts.
b. Licensing Subfunction, which has the task of verifying and ratifying cooperation contracts, as well as handling disputes related to technology services.

C. Project Management Function

The Project Management Sector has responsibility for planning, coordinating and implementing activities in science and technology (IPTEK) services, as well as carrying out monitoring and evaluation processes.
Functions carried out by the Project Management Division include:

a. Planning and controlling activities in science and technology (IPTEK) services.

b. Management of activities in science and technology (IPTEK) services.

The Project Management field is divided into two sub-functions, namely:

a. Science and Technology Services Planning and Control Subfunction, which is tasked with planning and controlling activities in science and technology services (IPTEK).

b. Science and Technology Services Management Subfunction, which has responsibility for managing activities in science and technology services (IPTEK).

D. Financial Management Function

The Financial Management function is responsible for implementing various aspects related to finance, including receipt, verification, financing and financial reporting, as well as budget planning and financial analysis.

The Financial Management Sector carries out the following functions:

a. Implementation of planning and budgeting aspects.

b. Implementation of tasks related to financing.

c. Implementation of accounting and financial reporting aspects.

The field of Financial Management is divided into three subfunctions:

a. Planning and Budgeting Subfunction.

b. Financing Subfunction.

c. Accounting and Reporting Subfunction.

E. Internal Supervisory Unit (SPI)

The Internal Supervision and Risk Management Unit is responsible for implementing internal supervision and risk management for tasks carried out by the BLU Technology Service Center.

The functions carried out by the Internal Oversight and Risk Management Unit include:

a. Preparation of materials to formulate policies related to internal control systems, internal compliance and risk management.

b. Coordination, analysis, monitoring and evaluation of internal control systems, internal compliance and risk management.

c. Preparation and implementation of supervisory tasks in accordance with the Internal Supervisory Charter and the Risk-Based Supervision Program.

d. Coordination and analysis of follow-up to reports on the results of internal supervision and external audits.

e. Coordination, monitoring analysis and evaluation of the performance achievements of the BLU Technology Service Center.

f. Reviewing financial reports to ensure compliance with applicable government accounting standards and financial accounting standards.

g. Strategy development and implementation of Integrity Zone development and Bureaucratic Reform.
h. Implementation of other functions to support the Head of the BLU Technology Service Center in establishing policies related to internal control and risk management to achieve organizational goals.

F. Technology Services Administration

The Technology Services Administration Subfunction is responsible for implementing various administrative aspects, including personnel management, secretariat, facility management, household arrangements, archiving, and administration of State Property.

G. Functional Position Group

The Functional Position Group has the responsibility to carry out tasks in accordance with the functional position held, which are regulated by applicable laws and regulations.

a. The Functional Position Group consists of various functional positions which are divided according to their respective areas of expertise.

b. Each functional position group has a coordinator who is a senior functional employee.

c. The number of functional personnel in each group is determined based on existing needs and workload levels.

d. The types and levels of existing functional positions are regulated based on the provisions contained in the applicable laws and regulations.

BRIN Technology Service Center (Pusyantek) Organizational Structure

Pusyantek has leadership held by a Head of Pusyantek, who has a position level equivalent to echelon II and is directly under the Head of BRIN. The Head of Pusyantek is assisted by four Function Coordinators, one Head of the Internal Supervisory Unit, and eleven Heads of Function Sub-Coordinators. In addition, there are functional position groups that form Pusyantek's organizational structure, as depicted in the diagram below:

![Organizational Structure of Pusyantek BRIN](image)

Figure 1 Organizational Structure of Pusyantek BRIN
Vision and Mission of the BRIN Technology Service Center (Pusyantek).
As a Public Service Agency (BLU) under the auspices of BRIN, Pusyantek has a strong commitment to providing superior services to work partners, both from the government and industrial sectors, with the aim of increasing the competitiveness of domestic industry and achieving national independence in line with research and innovation programs from the parent organization. In an effort to achieve BRIN's Vision and Mission, Pusyantek's vision is defined as "Becoming an Innovative and Trusted Provider of Commercialization Services for Technology Products and Services".
Pusyantek's mission includes:

a) providing technology services, technology solutions, and commercialization of innovative products to work partners,
b) synergy of human resources (HR) and facilities (SDF) for technology services, as well as
c) providing superior service and good and accountable governance

The purpose of the BRIN Technology Service Center (Pusyantek).
Based on the Pusyantek BRIN mission, the aim is to provide technological solutions to increase the use of domestic products (TKDN), increase the competitiveness and independence of industry, and achieve good and accountable governance. The target of Pusyantek BRIN is to increase the number of services provided and the value of service contracts to cooperation partners from the government and industrial sectors.

Target of the BRIN Technology Service Center (Pusyantek).
The vision and mission of Pusyantek BRIN are then translated into Strategic Targets which are closely related to BRIN's Strategic Targets as follows:

a) Achieve a sustainable increase in technology services revenue with an annual growth target of 4% from non-government partners in the 2022-2026 period.
b) Increase utilization of technology services, measured by the number of contracts completed, with an average annual growth target of 6% from 2022 to 2026.
c) Achieving BLU Pusyantek's independence by eliminating budget allocations from the APBN for BLU operational costs.
d) Carrying out BLU operations with good, clean, efficient and accountable governance.

BRIN Technology Service Center (Pusyantek) Strategic Policy
In an effort to achieve the vision, mission, goals and strategic targets, it is necessary to formulate policy directions and strategies that are in accordance with the analysis of the organization's position and main strategies. The following is the formulation of Pusyantek's strategic policy direction:

a) Carry out financial management based on sound, rational, effective and efficient financial management principles, and pay attention to financial ratios.
b) Maintaining the quality of service products by carrying out regular quality control.
c) Improving capabilities in the management of commercialization of Intellectual Property/Intellectual Property Rights (KI/HKI).
d) Penetrating the market to user partners through parties who play a role in setting policies.
e) Improve internal and external coordination and communication effectively and efficiently.
f) Disseminate information about services and activities through digital communication and marketing media.
g) Improving service quality through service digitization.
h) Increase internal supervision.
i) Implement risk management consistently.
BRIN Technology Services Center (Pusyantek) Technology Services and Products

Based on Minister of Finance Regulation (PMK) Number 91/PMK.05/2019 concerning Service Tariffs provided by the Technology Service Center Public Service Agency, there are various types of technology services for which tariffs have been determined. These types of services include: Testing Services, Functional Education and Training Services, Technical Education and Training Services, Use of Experts, Technology Studies, Prototype and Pilot Plant Development, Commercialization of Intellectual Property Rights, and Operational/Management Cooperation (KSO/KSM), as shown in the following image:

![Figure 2 BRIN Pusyantek Services](image)

![Figure 3 Pusyantek BRIN Technology Products](image)

**Research Discussion**

**Risk Management in the Public Sector**

The growth of the risk management concept is not only limited to the private sector, but has also spread to the public sector. Similar to practices in the private sector, the public sector is now increasingly aware of the importance of risk management as an integral part of good governance, as well as a tool to achieve organizational goals. The various governance codes that have been introduced in various public sectors are a manifestation of this recognition (Klijn & Koppenjan, 2015).

Although risk management concepts can be applied in both sectors, private and public, the public sector has unique challenges. This problem is related to differences in management objectives between the private sector, which focuses on profitability, and the public sector, which focuses on community service while maintaining sustainability and development. The growth of risk management practices in the
public sector tends to be slower than in the private sector. At the same time, theories and explanations regarding risk management in the public sector are still limited and require further development (Bracci et al., 2021).

The public sector has different levels of risk to the private sector, with governments tending to have lower levels of risk than private corporations. The government, as an organizational entity, has goals that it pursues in both the short and long term. Risk management is considered an integral element of corporate governance as it directly influences the achievement of an organization's business objectives. However, risk communication is often overlooked in the public sector context.

The public sector or government also adopts risk management practices. Risk management is considered a key component in the success of any government system. The main concepts in risk management include the COSO ERM and ISO 31000 models, which are often used also in private company environments. Risk management frameworks are universal in nature and can be applied in various types of organizations. By implementing risk management, the opportunity to achieve the targets and objectives of predetermined activities can be increased, while the risk of failure can be reduced. Success in risk mitigation can increase the chances of achieving the targets and goals that have been set (Abdul Gani et al., 2020).

Governments and the public sector use risk management as a tool to increase transparency and accountability in their processes. By integrating risk management into accountability practices, governments can provide more holistic and detailed accountability reports (Palermo, 2014). Recently, risk management in the public sector has experienced significant development, becoming an integral part of the new public management paradigm.

Companies often adopt risk management early because they have the ability to change business structures and processes quickly, allowing them to adapt flexibly. After understanding the benefits, companies can immediately implement risk management practices. On the other hand, the government often faces obstacles in making organizational adjustments.

**Implementation of Risk Management to realize Good Governance**

The implementation of risk management makes a significant contribution to the government's achievement of good governance principles. Based on data analysis related to the implementation of risk management in the context of realizing good governance, the results of interviews with various informants show that risk management effectively supports local governments in strengthening the principles of good governance, especially in ensuring the supremacy of law, increasing transparency, paying attention to the interests of stakeholders, increasing effectiveness and efficiency, increasing accountability, and formulating strategic principles. This finding is in line with previous research by Pradana & Rikumahu (2014), which emphasized that the implementation of risk management can be the basis for organizations to achieve good governance (Pradana, 2014).

1. **Principles of Upholding the Supremacy of Law**

The principle of the supremacy of law has been successfully realized by the Public Service Agency (BLU) Technology Service Center (Pusyantek) BRIN. This success is proven by the presence of guidelines that regulate the implementation of risk management within the National Research and Innovation Agency, which are stated in the Decree of the Head of the National Research and Innovation Agency Number 208/I/HK/2022 concerning Risk Management Guidelines.
2. Principle of Transparency
The principle of transparency has been successfully enforced by the Public Service Agency (BLU) Technology Service Center (Pusyantek) BRIN. This success is reflected in the communication efforts made with stakeholders regarding the implementation of risk management at BLU Pusyantek BRIN. Apart from that, the access given to the public to obtain information regarding the BRIN Pusyantek risk management guidelines has also been provided transparently.

3. Principle of Concern for Stakeholders
The principle of attention to stakeholders has been successfully realized by the BLU Technology Service Center (Pusyantek) BRIN. This success was due to the implementation of risk management at BLU Pusyantek BRIN. Thus, in the decision-making process related to risk management, input from stakeholders has been thoroughly considered.

4. Principles of Effectiveness and Efficiency
The principles of effectiveness and efficiency have been successfully realized by the BLU Technology Service Center (Pusyantek) BRIN through the implementation of the risk management monitoring and evaluation process. By implementing monitoring and evaluation steps in carrying out risk management, organizations can ensure and improve the quality of successful implementation of risk management.

5. Principle of Accountability
BLU Pusyantek BRIN has achieved the principle of accountability by producing risk management implementation reports. The existence of this report indicates BLU Pusyantek BRIN's obligation to provide accountability for the implementation of risk management.

6. Principles of Strategic Vision
In achieving the strategic vision of BLU Pusyantek BRIN, determining the context and mitigating risks in implementing risk management is important. Establishing this context helps the organization identify uncertainties that may hinder goal achievement. Meanwhile, risk mitigation allows organizations to anticipate the negative impacts of existing risks. At BLU Pusyantek BRIN, the implementation of context determination and risk mitigation is in accordance with applicable guidelines, especially because the risk management process has begun. This ensures that context setting and risk mitigation measures can be carried out effectively in order to achieve the set objectives.

Guidelines for Implementing Risk Management at BLU Technology Service Center (Pusyantek) BRIN
BRIN’s Technology Service Center (Pusyantek) is consistently committed to implementing Risk Management practices to strengthen effective governance. Apart from that, understanding the importance of Risk Management in achieving organizational goals and gaining high appreciation from stakeholders is also the main concern of Pusyantek BRIN.

One of the steps taken by the BRIN Technology Services Center (Pusyantek) in an effort to implement Risk Management is implementing the Decree of the Head of the National Research and Innovation Agency Number 208/I/HK/2022 concerning Guidelines for Risk Management within the National Research and Innovation Agency. The regulation, which will be implemented in 2022, outlines the process of implementing Risk Management within the National Research and Innovation Agency. Based on the results of interviews with the Coordinator of the Internal Audit Unit (SPI) and the Risk Management Function, it was revealed that the plan for enacting this regulation had actually been prepared several years earlier. The National Research and Innovation Agency has conducted several comparative studies with other institutions that have started implementing Risk Management, to understand what types of services and risk mitigation are needed by the National Research and Innovation Agency.
Implementation of Regulations on Risk Management is currently still experiencing significant obstacles. This obstacle is caused by the fact that the regulation is still relatively new and has not been widely socialized (Gray & Silbey, 2014). Apart from that, the readiness of all work units at BRIN to adopt risk management is also still low. This lack of readiness is mainly due to a lack of understanding and awareness of the importance of managing risks in the work environment.

Despite this, in an effort to implement Risk Management, Pusyantek BRIN has taken various strategic steps. One way is to develop a comprehensive implementation plan, including the development of policies, procedures and guidelines related to Risk Management. Apart from that, Pusyantek BRIN also carries out training and outreach to all relevant staff, to increase understanding and awareness of the importance of risk management in every aspect of organizational activities. This step is expected to provide a strong foundation for effective and sustainable risk management at Pusyantek BRIN.

If we refer to the contents of the Decree of the Head of the National Research and Innovation Agency Number 208/I/HK/2022 regarding Risk Management Guidelines within the National Research and Innovation Agency, it can be concluded that the Risk Management standard applied is ISO 31000. Although other standards such as COSO ERM are also commonly used in Indonesia, ISO 31000 is preferred because of its suitability to the characteristics of government agencies. Even though the principles of the Government Internal Control System adopt COSO, COSO ERM is not completely suitable for the government environment. ISO 31000 has greater flexibility and can be implemented well in both the government and private sectors. Therefore, many government agencies in Indonesia, including the Ministry of Finance, choose to use the ISO 31000 standard in their Risk Management practices.

**Implementation of Risk Control Management at BLU Pusyantek BRIN**

Implementation of Risk Control Management at BLU Pusyantek BRIN is an important effort in achieving organizational goals effectively. With integrated risk management, BLU Pusyantek BRIN can identify, evaluate and control risks that may hinder the achievement of their goals. This is done through steps such as establishing context, identifying risks, analyzing risks, and developing and implementing mitigation strategies.

By implementing a good risk management process, BLU Pusyantek BRIN can optimize its resources, reduce potential losses, and increase success in achieving organizational goals. In addition, by having a better understanding of the risks faced, BLU Pusyantek BRIN can make more informed decisions and prioritize their resources efficiently.

The implementation of governance at BLU Pusyantek BRIN runs in accordance with the established vision and mission, which is the foundation for its operational effectiveness and efficiency. In this context, BLU Pusyantek BRIN, which is an entity of the National Research and Innovation Agency (BRIN) led by a Head of Center, has upheld Risk Management as one of its strategic pillars. In this perspective, risk is the main parameter for assessing the performance and success of BLU Pusyantek BRIN.

Edward III proposed that policy implementation is influenced by four indicators: communication, resources, disposition, and bureaucratic structure. However, in this research analysis, I will focus only on communication and resources as analytical tools for assessing the implementation of risk management controls.

1. **Communication**

Communication in the context of successful policy implementation requires the implementer to understand the tasks that must be carried out and the policy goals and objectives must be conveyed clearly to the target party. Program implementation will run smoothly if all parties involved clearly understand the tasks that must be carried out. This relates to the process of sending information effectively to the recipients of the information.
Based on observations made by researchers, there is a habit where officials responsible for risk management routinely hold meetings every month, quarterly, semester meetings, or once every 6 months, and briefings are held every Monday morning by all employees. The aim of this activity is to control the implementation of Minister of Finance Regulations regarding risk control management and maintain continuity of communication according to a predetermined schedule.

Based on the data obtained, it can be concluded that communication regarding the delivery of information regarding the Minister of Finance's decisions regarding risk management is carried out routinely every month, quarterly and every semester. Monthly meetings are attended by the Work Unit level, quarterly meetings involve all employees, and semester meetings are held by officials involved in implementing risk control management.

At this meeting, participation did not involve all BLU Pusyantek BRIN employees. Instead, each Sub Coordinator and Function Coordinator will represent all employees. The results of the meeting will then be conveyed by the Sub-field Coordinator to employees in their respective fields.

Communication between risk management officials and BLU Pusyantek BRIN employees has been carried out in accordance with Standard Operating Procedures (SOP) which have been determined through meetings held every month, quarterly and semi-annually.

2. Resource

Even though the policy content has been conveyed clearly and consistently, successful implementation will be hampered if the implementor experiences a lack of resources. These resources include aspects of human resources which involve four key elements: adequate number and quality of staff, availability of relevant information for decision making, adequate authority to carry out duties and responsibilities, and facilities needed to carry out activities.

Based on observations made during the research, the resources available at BLU Pusyantek BRIN are considered to be quite adequate. Human resources, especially in terms of number and qualifications, are considered capable of effectively implementing risk control management. This is because they have the ability to monitor risks, supported by the adoption of a risk-aware culture. The following is a table that describes the number of employees based on education level and level:

<table>
<thead>
<tr>
<th>No</th>
<th>Level</th>
<th>Number of human resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>doctoral</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>master</td>
<td>21</td>
</tr>
<tr>
<td>3</td>
<td>graduate</td>
<td>36</td>
</tr>
<tr>
<td>4</td>
<td>undergraduate</td>
<td>5</td>
</tr>
<tr>
<td>Amount</td>
<td>64</td>
<td></td>
</tr>
</tbody>
</table>

From the data listed in Table 1, it can be concluded that the majority of employees have a bachelor's degree level of education, with a total of 36 people. The number of employees with the highest level of education, namely doctoral, is only 2 people, while there are 5 employees with an education level below S1. There are 21 employees with Master's level education.

In terms of resources, the risk management structure has been equipped with personnel who have an adequate level of education to manage risks within the BLU Pusyantek BRIN environment, as well as adequate facilities and adequate funding allocation.
Based on the data obtained, it can be concluded that the implementation of risk control management at BLU Pusyantek BRIN, in accordance with the Decree of the Head of the National Research and Innovation Agency Number 208/I/HK/2022 concerning Risk Management Guidelines, has met two main indicators. Communication between risk management officials and all BLU Pusyantek BRIN employees has been well established. In addition, the availability of adequate resources, including sufficient numbers of personnel and adequate facilities, has also supported the process of achieving organizational goals.

**Risk Management Implementation Process at BLU Pusyantek BRIN**

According to the Coordinator of the Internal Supervision Unit (SPI) and Risk Management Function of BLU Pusyantek BRIN, the implementation of Risk Management has begun with extensive outreach to all employees. This contributes to increasing understanding of Risk Management at BLU Pusyantek BRIN as the Compliance Section of Risk Management. With an effective level of socialization, the implementation of Risk Management at BLU Pusyantek BRIN has been carried out comprehensively. This step is taken to ensure that the implementation of Risk Management can run optimally.

In the Decree of the Head of the National Research and Innovation Agency Number 208/I/HK/2022 concerning Guidelines for Risk Management at the National Research and Innovation Agency, the process of implementing Risk Management starts from the context setting stage to the reporting stage. In general, the stages can be described as follows:

1. **Communication and consultation**
   This is an important aspect that must be maintained by both internal and external parties at every stage of the Risk Management process. The aim is to convey appropriate information and receive input from stakeholders regarding risk management, so that decisions taken by management can be understood and accepted.

2. **Context establishment**
   Involves several steps, including establishing the internal, external context and Risk Management process, and establishing risk criteria to guide risk identification and evaluation.

3. **Risk assessment**
   Includes risk identification, risk analysis, and risk evaluation to understand the impact and possibility of the risks faced.

4. **Risk mitigation**
   Involves selecting actions to reduce or eliminate risks. This involves selecting the most effective solution based on the tolerable level of risk.

5. **Supervision and review**
   This activity must be implemented continuously throughout the Risk Management process, both through periodic checks and surprise inspections. Responsible persons must be assigned from the start to ensure monitoring and review is carried out consistently.

6. **Recording of Risk Management processes**
   It is very important to keep track of all the activities carried out. This helps in improving and perfecting the methods and instruments used in Risk Management.

**Risk Management Evaluation, Mitigation and Reporting Process at BLU Pusyantek BRIN**

Of all the stages that have been carried out, it is important to carry out a comprehensive evaluation, including evaluation of the implementation of Risk Management which may not be fully in accordance with the established guidelines. It requires great effort from all employees to motivate overall risk awareness. In addition, it is necessary to evaluate the process of socializing guidelines for implementing Risk Management to employees so that implementation can run effectively. If the guidelines have been implemented well, it is likely that Risk Management will be effective at BLU Pusyantek BRIN.
effectiveness of Risk Management is greatly influenced by the suitability of guidelines, organizational culture, organizational character, and discipline in the process.

In the risk mitigation process, there are several options available as outlined in the Decree of the Head of the National Research and Innovation Agency Number 208/I/HK/2022 concerning Risk Management Guidelines within the National Research and Innovation Agency. Some of these options include:

1. Reducing the probability of risk occurring;
2. Reduce the impact of risks that occur;
3. Sharing or transferring risks to other parties;
4. Accepting risks directly;
5. Avoiding risks by changing strategies or planned actions.

The risk mitigation options generally implemented by BLU Pusyantek BRIN may have been implemented frequently, especially because of the proven effectiveness of implementing Risk Management. Of the various options, the most common action taken is to reduce the possibility of risk occurring, this is because there is adequate understanding in risk management regarding the risk profile that must be considered in determining mitigation measures. Thus, risk mitigation is sometimes implemented without the need for a comprehensive risk identification, analysis and evaluation process.

Apart from reducing the probability of risk occurring, BLU Pusyantek BRIN also often involves other strategies such as reducing the impact of risk, sharing or transferring risk, accepting risk, and avoiding risk. However, the primary focus on reducing the probability of risk occurring suggests that they have prioritized efforts to prevent or reduce risks before they occur. This reflects their commitment to ensuring that their activities run according to organizational plans and objectives with as little disruption as possible.

**Communication and Monitoring Process at BLU Pusyantek BRIN**

It is important to maintain continuous communication in order to maintain the effectiveness of Risk Management and continue to make improvements. Communication must occur repeatedly in each stage of the Risk Management process, involving internal and external stakeholders to obtain necessary input and consultation. In this case, consultation with experts who have special expertise can also be carried out to evaluate the risk profile in more depth. Communication and consultation processes have a key role in improving the overall effectiveness of Risk Management.

Supervision aims to ensure compliance with applicable guidelines and monitor the implementation of risk management carefully without any deviation. The monitoring process is carried out by various parties involved in the implementation of Risk Management, especially by the BRIN Main Inspectorate which acts as the Compliance Office of Risk Management for BLU Pusyantek BRIN.

Documentation is an important step in recording every Risk Management activity for the purposes of evaluating and increasing its effectiveness. Documentation can be in various formats such as writing, images, videos, or recordings, which will become the basis for evaluating and improving the implementation of Risk Management. This documentation process has a crucial role in developing the implementation of Risk Management towards a better direction, so that it can support the realization of Good Governance.
CONCLUSION
The results of the research analysis and discussion conclude several important points for the Implementation of Risk Management at the Public Service Agency, Technology Service Center, National Innovation Research Agency. First, guidelines related to the implementation of Risk Management at BLU Pusyantek BRIN will be available and ratified in 2022. This guidance document is the Decree of the Head of the National Research and Innovation Agency Number 208/I/HK/2022 concerning Risk Management Guidelines at the National Research and Innovation Agency, which applies to all work units. In this guideline, there is information that the standard to be adhered to in implementing Risk Management is ISO 31000. However, several things still determine whether risk management is not optimal, such as rapidly changing regulations, the need to utilize technology and data analysis, and the emergence of new risks. Second, the mutually sustainable risk management model has been adapted to the provisions relating to the implementation of risk management, including four pillars: governance, risk management processes, system information security and internal control systems.

BIBLIOGRAPHY

**Copyright holder:**
Authors (2024)

**First publication rights:**
*Syntax Transformation Journal*

**This article is licensed under:**
[Creative Commons BY-SA 4.0](https://creativecommons.org/licenses/by-sa/4.0/)