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Public Revenue Risk Management in Central Governments: A Systematic Literature Review

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Abstract

Purpose – This study aims to systematically review and synthesize recent academic literature on public risk management in central government settings, with a particular focus on the revenue public sector. It also explores institutional and cultural factors that influence the effectiveness of risk management implementation and maps out future research directions in this field.

Design/Methodology/Approach – The study adopts a Systematic Literature Review (SLR) approach based on the PRISMA protocol, encompassing the stages of search, selection, and analysis of 30 scholarly articles published between 2019 and 2024. The articles were selected from reputable databases and classified according to variables such as research methods, underlying theories, country context, and the revenue risk phenomena addressed.

Findings – The review reveals that the implementation of public risk management in central government settings remains limited and fragmented. Risk management practices are largely carried out in an administrative or symbolic manner and are not yet fully integrated into the strategic decision-making cycle. Key challenges to effective implementation include bureaucratic structures, institutional pressures, and organizational cultures that do not sufficiently promote risk awareness. Moreover, there exists a significant gap between the conceptual framework of risk management and its practical application. Future research should develop multidisciplinary approaches that are more adaptive to institutional contexts and contemporary fiscal challenges.

Practical Implications – This study provides valuable insights for policymakers and public practitioners in designing risk management systems that go beyond administrative compliance and function as strategic tools to strengthen fiscal resilience and institutional legitimacy in managing public revenue risks.

Originality/Value – This study offers an original contribution by combining quantitative and qualitative analyses of the latest public risk management literature. The findings enhance theoretical understanding while offering a reflective framework to strengthen risk governance that is more contextual, participatory, and oriented toward public value creation in the revenue sector.

Keywords: Public Risk Management, Revenue Sector, Central Government, Systematic Literature Review (SLR)

1. Introduction

In recent years, risk management (RM) has emerged as a central concern in public sector governance. Countries such as the United Kingdom, Australia, Italy, and France have adopted RM frameworks to enhance accountability and fiscal resilience amid uncertainty (Barrett, 2022; Gourbier et al., 2024; Castellini et al., 2021). Nevertheless, the implementation of RM often remains confined to normative or regulatory levels, lacking full integration into internal control systems of the public sector (Bracci et al., 2021; Suwanda, 2020). This indicates a gap between policy aspirations and organizational realities.

The diffusion of RM practices in the public sector also tends to reflect the adoption of standardized models and symbolic approaches aimed at securing institutional legitimacy (Carlsson-Wall et al., 2019; Alijoyo, 2021). In such contexts, RM risks deviating from its core function as a managerial and strategic tool. Conversely, more integrated approaches such as Risk Management (RM) are increasingly recommended to align RM with organizational goals and public performance outcomes (Fattoruso et al., 2021; Enang, 2023).

While the literature has extensively examined RM in the private sector—particularly in supply chain management and public-private partnership projects—there remains a relative lack of systematic studies focusing on RM implementation in the public sector, especially within central government contexts (Bracci et al., 2021; Omarkhanova et al., 2024). Recent studies suggest that RM in the public sector possesses distinctive

characteristics: risks are not assessed based on profitability, but rather in tRMs of failure to deliver public services or erosion of public trust in institutions (Ferry & Eckersley, 2022; Harrison & Ferry, 2024).

The literature also underscores that institutional contexts and contingency factors—such as organizational structure, technical capacity, and risk culture—significantly affect the effectiveness of RM implementation (Tkachenko, 2020; Carlsson-Wall et al., 2019). However, there is limited empirical understanding of how RM is perceived, implemented, and navigated across different levels of public organizations.

Given this complexity, our systematic literature review (SLR) addresses the following four research questions:

RQ1. How is the strategic risk management approach implemented to manage revenue-related risks in central government institutions?

RQ2. What institutional and cultural factors influence the effectiveness of Risk Management (RM) implementation in ministries or government agencies?

RQ3. What are the prevailing phenomena in current research on strategic public risk management within central government environments?

RQ4. What are the directions and developments of future research in the field of strategic public risk management in central government settings?

Accordingly, this paper seeks to fill the identified gap by systematically reviewing academic literature published between 2019 and 2024 in the fields of public management and accounting. The SLR approach combines a quantitative analysis of literature diffusion with a qualitative thematic analysis of emerging topics (Massaro et al., 2016; Bracci et al., 2021). Through this method, the study aims to offer a more structured, replicable, and practice-relevant understanding of risk management in contemporary public sector contexts.

2. Research Methods

This study employs a Systematic Literature Review (SLR) approach, designed to provide a systematic and transparent understanding of the literature concerning the role of internal audit in public sector financial management. This method addresses the limitations of previous studies, which tend to be descriptive and unstructured (Bracci et al., 2021; Gourbier et al., 2024).

2.1. Review Protocol

The study adopts the Systematic Literature Review (SLR) approach, guided by the PRISMA framework (Preferred Reporting Items for Systematic Reviews and Meta-Analyses), to ensure transparency, replicability, and validity of the review process. This approach is deemed suitable for systematically synthesizing academic literature, particularly in studies of governance and risk management in the public sector (Massaro et al., 2016; Bracci et al., 2021).

The PRISMA protocol used in this study consists of the following stages:

1. **Identification** – Systematic literature search through leading academic databases such as Scopus, Web of Science, and Google Scholar.
2. **Screening** – Removal of duplicates and filtering based on inclusion and exclusion criteria.
3. **Eligibility** – Abstract and full-text review to ensure relevance to the research topic.
4. **Inclusion** – Final selection of articles that meet all criteria and are ready for in-depth analysis.

Each selected article was extracted into a systematic data sheet that included the following variables: author(s), year of publication, geographical location, organizational level, RM approach, method, theory, risk type, studied phenomena, and citation count.

2.2. Literature Search Strategy

The literature search strategy focused on academic articles published between 2019 and 2024, in alignment with the scope of recent research. Keywords were structured using Boolean logic as follows: "public sector" AND "risk management" AND "central government" AND (revenue OR "public finance" OR "tax" OR "fiscal risk"), as illustrated in Figure 1.

The initial search yielded 1.024 documents. After filtering based on inclusion criteria—namely, peer-reviewed journal articles in English that addressed risk management in the context of public revenue—and applying exclusion criteria (e.g., proceedings, book chapters, duplicates) from reputable journals, the pool was narrowed down to 30 core articles.

The second step involved snowballing, tracing citations from the most relevant and frequently cited articles within the designated time range (Carlsson-Wall et al., 2019; Blättler & Hunziker, 2023). Two key influence indicators were considered: total citation count and citation per year (CPY), as practiced by Bracci et al. (2021) and Alijoyo (2021).

The final result comprised 30 articles from various country contexts and levels of government (central, local, and autonomous agencies), focusing on the effectiveness of risk management, fiscal risk management, and public financial governance. Each article was coded in a data extraction table containing: authorship, year of publication, research method, level of government, theoretical framework, and main findings.

2.3. Table

Table 1. Results of analysis of research question 2 on 4 criteria

E. Type of organizational respondent		F. Research instrument	
E1. Internal auditors	3 (10%)	F1. Case/field study/interviews	16 (53,3%)
E2. Internal auditors and managers	12 (40%)	F2. Content analysis/ historical analysis	4 (13,3%)
E3. Internal auditors and accountants	2 (6%)	F3. Survey/ questionnaire/ other empirical	3 (10,0%)
E4. Head of internal audit unit	2 (7%)	F4. Commentary/normative/ policy	3 (10,0%)
E5. Other	8 (27%)	F5.Viewpoint/conceptual/general review	4 (13,3%)
E6. N/A	3 (10%)	Total	30
Total	30		
G. Theories ²		H. RM Implementation Studies	
G1. Agency theory	1 (12.7%)	H1. Institutional	16 (53.3%)
G2. Institutional theory	12 (5,4%)	H2. Cultural Theories	8 (26,7%)
G3. Accountability theory	2 (2,7%)	H3. Other	6 (20,0%)
G4. Cultural theory	11 (2,9%)	Total	30
G7. Other	1 (17.8%)		
G8. No theory	3 (52.4%)		
Total	30		

Table. 2 Results of analysis of research question 1 on 4 criteria

A. Government level in IA studies		C. Number of countries	
A1. International level	1 (3%)	C1. Single country	29 (97%)
A2. National level (ministries)	8 (27%)	C2. Multi country	1 (3%)
A3. National level (agencies)	18 (60%)	C3. N/A	-
A4. Regional level	1 (3%)	Total	30
A5. Local government level	2 (7%)		
Total	30		

D. Geographic area	
D1. Europe	11 (37%)
D2. Asia	12 (40%)
D3. Oceania	2 (7%)
D4. Africa	1 (3%)
D5. America	-
D6. Worldwide	4 (13%)
D7. N/A	-
Total	30

E. Number of studies per countries classified according to the MSCI									
E1. Developed	No.	E2. Emerging	No.	E3. Frontier	No.	E4. Standalone	No.	E5. Other	No.
France	1	Malaysia	1	Yordania	1	Sri Lanka	2	n.d.	-
UK	3	China	6	Sri Lanka	1	Iran	1	Total	-
Germany	1	Indonesia	3	Vietnam	1	Total	3		
							(10%)		
Italy	1	Tunisia	1						
Australia	1	India	1	Total	3 (10%)				
Spanish	1	Austria	1						
Norway	1								
Siprus	1	Total	13						
			(43%)						
Switzerland	1								
Total	11								
	(37%)								

Table 3. Research themes used in previous RM studies

No.	Author	The occurring phenomenon	Risk Type	Citation	CPY
1	Gourbier et al. (2024)	Institutional logic influences RM practices	Strategic	34	34
2	Fattoruso et al. (2021)	Fiscal responses to the debt crisis	Fiscal	29	7
3	Ferry & Eckersley (2022)	RM supports local government sustainability	Operational	41	14
4	Barrett (2022)	RM challenges in the complex public sector	Strategic	23	8
5	Carlsson-Wall et al. (2019)	Integration of internal control with RM	Control	18	3
6	Gill & Sharma (2023)	Fiscal transparency through risk disclosure	Financial	55	28
7	Alsharari (2022)	RM reforms are limited to formalities	Policy	38	13
8	Woods (2022)	RM implementation remains varied	Strategic	47	16
9	Bracci et al. (2021)	RM supports public value creation	Strategic	33	8
10	Blättler & Hunziker (2023)	The board of directors' role in risk oversight	Oversight	21	11
11	Georgiou (2024)	RM innovations drive public sector digital adaptation	Innovation	26	26
12	Ruggiero et al. (2022)	Local approaches differ in risk identification	Financial	22	7
13	Chen & Chu (2022)	Risk models support public revenue projection	Quantitative	44	15
14	Mnif & Gafsi (2020)	Gaps in fiscal governance	Fiscal	31	6
15	Rosdini et al. (2022)	Digital transformation demands RM adaptation	Operational	27	9
16	Lokuwaduge & De Silva (2020)	SOE accountability depends on the RM framework	Reputational	19	4
17	Ferry et al. (2022)	Integration of ERM and budgeting is strengthening	Budgetary	39	13
18	Volodina et al. (2023)	Public risk culture is still evolving	Ethical	25	13
19	Aslan (2021)	Risk responses remain weak and unsystematic	Strategic	30	8
20	Bastida et al. (2022)	Budget planning is not yet risk-anticipatory	Fiscal	24	8
21	Basloom et al. (2022)	Revenue projections are highly uncertain	Revenue	36	12
22	Wu et al. (2020)	The role of audit is crucial in risk control	Audit	32	6
23	Chen et al. (2023)	Risk policies vary significantly across countries	Policy	20	10
24	Xu et al. (2024)	Fiscal communication becomes a key risk mitigation tool	Fiscal	28	28
25	Meidell & Røsok (2021)	Board leadership affects RM effectiveness	Strategic	17	4
26	Nguyen & Hiebl (2023)	SOEs need a solid RM structure	Governance	34	17
27	Pontoppidan et al. (2024)	Risk-based decisions lack quantitative foundation	Strategic	15	15
28	Rosdini et al. (2022)	Developing countries' revenue structures remain unstable	Revenue	14	5
29	Polzer et al. (2023)	Past failures serve as organizational learning	Organizational	12	6
30	Kuruppu et al. (2021)	RM helps strengthen public accountability	Strategic	22	6

2.4. Figure

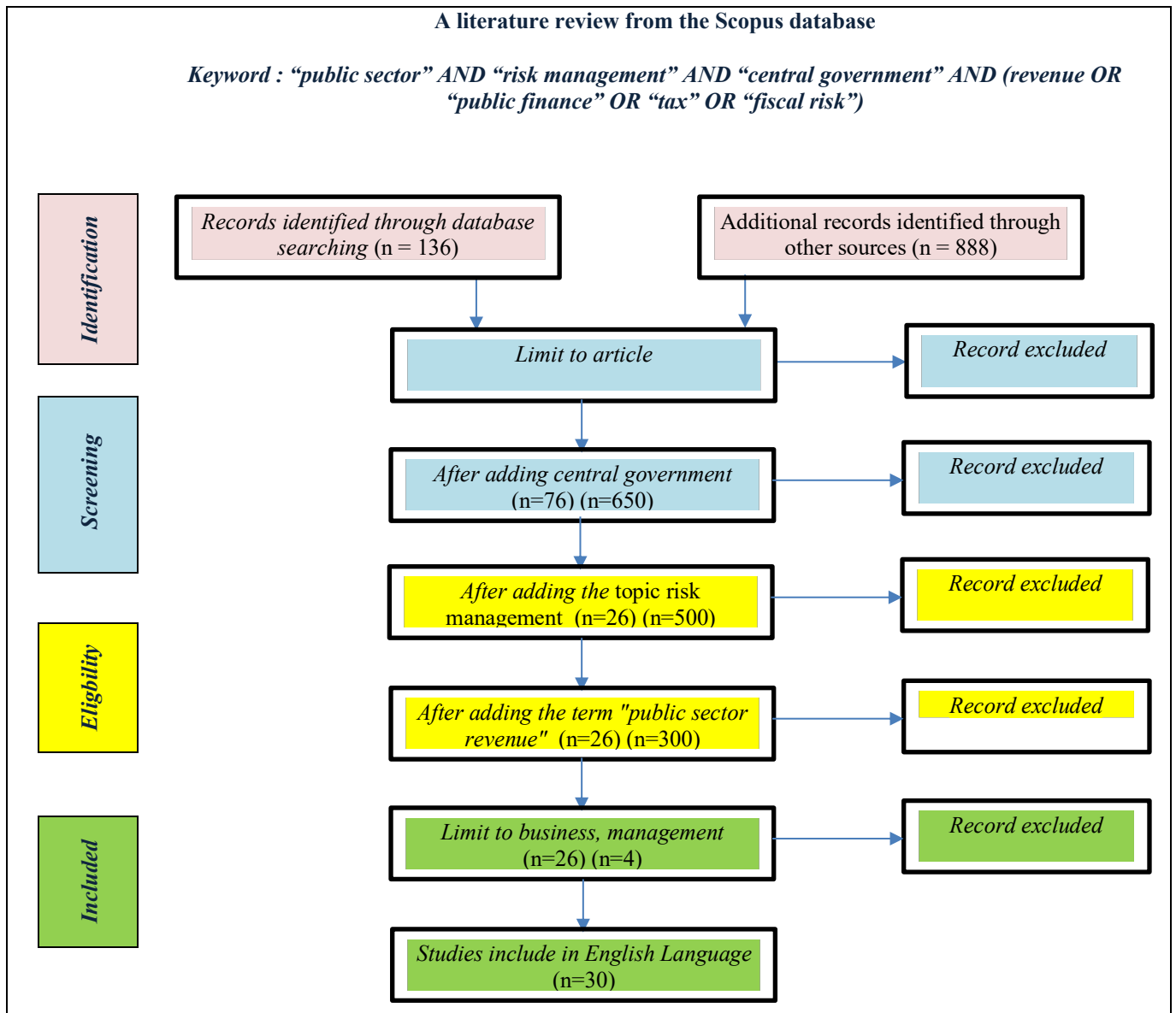


Figure 1. Literature flow diagram for article writing using the PRISMA framework

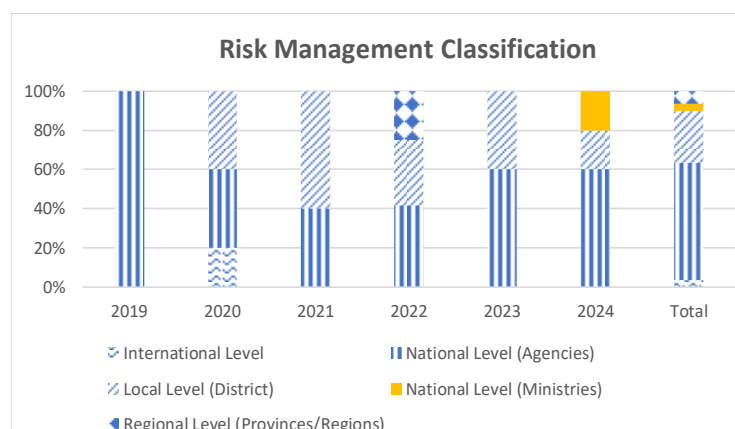


Figure 2. Classification of Public Revenue Risk Management by Year

3. Results and Discussions

3.1. Research Question 1: How is the strategic risk management approach implemented to manage revenue risks in central government institutions?

The purpose of this section is to systematically analyze the characteristics of studies that discuss the implementation of strategic risk management approaches in revenue risk management, with a focus on central government institutions. To address this objective, we use a classification based on four main criteria: level of government, number of countries, geographic region, and country classification according to MSCI, as shown in Table 2.

3.1.1. Level of Government

Based on the analysis of 30 reviewed articles, the majority of studies investigating the implementation of strategic risk management in revenue risk management focus on the national level, particularly within central government ministries. Eighteen out of the 30 articles (approximately 60%) explicitly highlight risk management practices in central government agencies. Specifically, five articles address strategic approaches employed by ministries of finance or similar fiscal authorities. For instance, Chen and Chu (2022) and Basloom et al. (2022) examined how the ministries of finance in China and Iran utilize quantitative modeling to forecast revenue risks. Rosdini et al. (2022) identified challenges to revenue stability in Indonesia and the relevance of strategic risk management approaches in developing countries. Meanwhile, Pontoppidan et al. (2024) and Kuruppu et al. (2021) discussed the role of risk-based decision-making and public accountability in fiscal management in Denmark and Sri Lanka. The concentration of studies at the ministerial level indicates that central government institutions continue to play a dominant role in formulating macro-level and systemic revenue risk management strategies.

3.1.2. Number of Countries

In tRMs of the number of countries examined, nearly all relevant articles employed a single-country case study approach. Of the 30 articles analyzed, 29 focused on a single country, with only one article offering a cross-national comparison. All studies that investigated revenue risk management at the central government level were also single-country studies. This indicates that strategic risk management in the public sector tends to be closely tied to the specific policy, institutional, and fiscal contexts of individual countries. The reliance on national case studies also suggests a limited scope for broader cross-jurisdictional understanding, highlighting the potential for future comparative research to uncover variations and best practices across countries.

3.1.3. Geographical Region

Geographically, studies on the strategic management of revenue risks in central government institutions are mostly concentrated in Asia and parts of Europe. China, Indonesia, Iran, and Sri Lanka are the primary Asian countries represented, while Denmark and Italy represent Europe. Notably, there is no representation from the Americas, Oceania, or Africa in this specific topic area. The concentration of studies in Asia reflects the urgency of revenue risk management in emerging economies with fragile fiscal structures. On the other hand, the European studies tend to demonstrate more systematic and integrated approaches, particularly in relation to budget planning and risk-based decision-making.

3.1.4. Number of Studies by Country (MSCI Classification)

Based on the country classification according to the Morgan Stanley Capital International (MSCI) index, the majority of studies on strategic revenue risk management in central government institutions originate from emerging and developed countries. Articles discussing the contexts of China, Indonesia, Malaysia, Tunisia, and India all fall under the category of emerging markets. Meanwhile, studies from countries such as France, the UK, Germany, Italy, Australia, Spain, Norway, Cyprus, and Switzerland represent developed country contexts.

This indicates that countries with higher fiscal uncertainty, unstable revenue structures, and a need for adaptive fiscal governance have become more active arenas for studying and exploring the application of strategic risk management approaches. The gap observed between emerging and developed countries in the literature also highlights the need for further research that includes the context of countries with stronger fiscal capacity yet facing complex risk challenges..

3.2. Research Question 2: What institutional and cultural factors influence the effectiveness of Risk Management (RM) implementation in ministries or public agencies?

This subsection explores the key factors that influence the effectiveness of RM implementation in the public sector at the level of ministries and state agencies. The analysis emphasizes institutional and organizational cultural contexts, which often act as both enablers and barriers to integrated risk management implementation. We have organized the findings into four analytical categories, which are narratively described below.

3.2.1. Type of Organizational Respondents

Most studies analyzing RM in the public sector do not explicitly describe the job categories or organizational units of the respondents. However, from the articles that do provide such details, the majority involve public managers in ministries or senior officials responsible for risk-based decision-making. For instance, studies by Woods (2022) and Pontoppidan et al. (2024) examine how officials in central ministries respond to RM implementation, particularly in the context of organizational strategy and fiscal policy. Meanwhile, Georgiou (2024) and Ferry et al. (2022) reveal the critical role of internal actors, including risk coordinators and heads of budgeting units, in bridging RM processes with institutional governance. The direct involvement of decision-makers illustrates that RM effectiveness is highly influenced by the extent to which respondents hold influence within institutional structures and understand the strategic value of risk management.

3.2.2. Research Instruments

Studies focusing on the relationship between institutional/cultural factors and RM largely employ qualitative methods based on case studies and in-depth interviews. Articles such as Goubier et al. (2024) and Nguyen & Hiebl (2023) use exploratory approaches to understand the dynamics of norms, institutional logics, and informal practices that influence RM implementation success. Additionally, studies like those by Volodina et al. (2023) and Polzer et al. (2023) rely on narrative observation and document analysis to uncover cultural factors shaping perceptions and responses to risk. The preference for qualitative approaches reflects the complexity of the phenomena under study, where sociopolitical contexts and organizational structures play a more significant role than rigidly measurable quantitative variables.

3.2.3. Theoretical Frameworks

The analysis shows that the most commonly used theories in these studies are institutional theory and organizational culture theory, both of which emphasize the role of norms, values, and social practices in shaping organizational behavior. Articles such as Goubier et al. (2024) explicitly apply institutional logics to explain how external pressures and legitimacy concerns influence RM adoption in ministries of finance. On the other hand, Volodina et al. (2023) use an ethical culture approach to highlight the importance of shared values in cultivating a sustainable risk culture. Nguyen & Hiebl (2023) and Polzer et al. (2023) also stress the importance of governance structures that support participation, organizational learning, and public accountability as foundations for effective RM implementation. Some articles adopt dual theoretical approaches, reflecting the diversity of analytical frameworks used to understand institutional dynamics.

3.2.4. RM Implementation Studies Based on Institutional and Cultural Theories

The implementation of RM in ministries and state agencies is strongly influenced by a complex interplay of institutional and cultural factors. Findings from various studies indicate that the success of RM depends not only on technical design or regulatory frameworks, but also on the extent to which organizations can embed these practices into their work routines, incentive structures, and managerial mindsets.

Goubier et al. (2024) found that competing institutional logics—such as pressure from donor agencies, fiscal regulations, and professional norms—often create ambiguity in RM execution. Conversely, Georgiou (2024) highlights that successful innovation in RM depends on an organization's cultural readiness to embrace digital transformation and cross-functional collaboration. The study by Pontoppidan et al. (2024) emphasizes the importance of participatory governance, where risk-based decision-making is embedded into ministry evaluation and planning mechanisms. Meanwhile, Volodina et al. (2023) argue that a weak risk culture in the public sector can hinder the internalization of preventive values, thereby reducing the effectiveness of risk policy implementation.

Overall, RM is more effective when fully integrated into an organization's value systems, incentive structures, and professional practices. As such, research focusing on institutional and cultural contexts provides valuable insights into why and how RM can succeed—or fail—in the everyday practice of public governance.

3.3. Research Question 3: What are the current phenomena in strategic public risk management research within central government settings?

This section aims to evaluate the trends, approaches, and conceptual and practical challenges that have emerged in the literature on **strategic public risk management** within central governments. Based on a synthesis of 30 analyzed articles, we identify three main aspects that dominate discussions in this body of research: the form of strategic risk management implementation, its integration into decision-making, and the gap between conceptual frameworks and institutional practices.

Overall, the current literature indicates that research on strategic public risk management in central government settings still faces a number of conceptual and implementation barriers. Although RM has been widely adopted on paper, its actual implementation is often symbolic, its integration into strategic processes remains superficial, and a clear gap persists between conceptual ideas and operational realities. As such, further research is needed that not only evaluates the effectiveness of risk policies, but also explores the interactions between institutional structures, organizational culture, and managerial logics that shape the dynamics of RM implementation in the public sector.

3.3.1. Implementation of Strategic Public Risk Management Research

Recent studies show that the implementation of strategic risk management in ministries and public agencies often remains normative, symbolic, or administrative in nature. For example, research by Woods (2022) and Alsharari (2022) illustrates that while RM frameworks have been formally introduced in central ministries in the UK and Jordan, in practice they are often applied to meet regulatory requirements or as a form of institutional image-building. This aligns with the findings of Goubier et al. (2024), which show that the use of institutional logic in risk management is often aimed more at gaining external legitimacy than achieving genuine transformation in organizational behavior.

Even in developed countries, such as in the study by Pontoppidan et al. (2024) on Denmark, risk-based decision-making is still primarily framed in administrative terms, rather than as part of a proactive and dynamic organizational strategy. This indicates that RM practices in the public sector are often carried out to comply with accountability standards, rather than being used as strategic managerial tools.

3.3.2. Types of Risk Management Integration in Decision-Making

The integration of risk management into strategic decision-making processes within central governments still exhibits significant limitations. While some studies indicate progress—for instance, Ferry et al. (2022) highlight efforts to merge RM with budgeting processes in the UK—most research suggests that such integration remains suboptimal.

Georgiou (2024) emphasizes that RM is still frequently positioned as a support function rather than as an inherent part of policy formulation. Furthermore, Chen & Chu (2022) and Basloom et al. (2022) show that ministries of finance in China and Iran primarily use risk analytics for technocratic purposes, such as revenue modeling, rather than integrating it into the process of setting national strategy. As a result, although risk infrastructures have been established, decision-making processes continue to be dominated by traditional approaches that are less adaptive to uncertainty. The integration of RM into strategic planning thus occurs only partially and lacks comprehensiveness.

3.3.3. Gaps Between Conceptual Frameworks and Practice

One of the most striking findings from the literature is the significant gap between conceptual RM frameworks and actual practices in the field. Several frameworks—such as the RM Framework and Institutional Logics presented in studies like Goubier et al. (2024) and Nguyen & Hiebl (2023)—offer mature theoretical understandings of how risk should be managed in a systematic, holistic, and long-term-oriented manner.

However, in practice, as shown by Rosdini et al. (2022) and Polzer et al. (2023), the implementation of risk policies often becomes trapped in bureaucracy, reliant on accounting logics, or faces cultural resistance to change. This leads to many ministries failing to translate RM principles into processes embedded in daily public management. Some articles even reveal ambiguities between organizational strategic goals and the unclear conceptualization of risk among decision-makers. This gap points to the need for a transformative approach that not only improves technocratic design but also intervenes in the normative and cultural dimensions of state institutions.

3.4. Research Question 4: What are the future directions and developments in strategic public risk management research within central government settings?

This section explores the future trajectory of studies on strategic public risk management, particularly within central government environments. Based on an analysis of 30 academic articles, we identify three critical dimensions for formulating future research agendas: emerging intellectual trends, unexplored research gaps, and opportunities for theoretical and practical development that could enrich the literature and inform more responsive public sector risk management policies.

3.4.1. Intellectual Trends

Recent studies reveal a shift in intellectual focus from technocratic approaches toward more contextual and reflective perspectives. Whereas past research over the previous decade tended to emphasize system design and the quantitative measurement of fiscal risks (e.g., Chen & Chu, 2022; Basloom et al., 2022), the past five years have seen growing interest in institutional understanding, organizational culture, and the inter-actor dynamics that influence the effectiveness of public risk management.

Articles such as Goubier et al. (2024) and Volodina et al. (2023) reflect this new direction by exploring how normative values and work culture affect the internalization of RM practices within ministries and government agencies. Furthermore, there has been increasing attention to the relationship between risk management and fiscal policy-making processes (see Ferry et al., 2022 and Pontoppidan et al., 2024), as well as the role of risk in the context of digital transformation, public sector innovation, and data governance (e.g., Georgiou, 2024). Accordingly, future intellectual trends are likely to focus on interdisciplinary integration between public accounting, strategic management, and institutional studies.

3.4.2. Research Gaps

Despite progress in approach and topic scope, several research gaps remain underexplored. First, most studies are still descriptive in nature and focus predominantly on developing country contexts, as seen in Rosdini et al. (2022) and Kuruppu et al. (2021). There is a notable lack of comparative studies across countries, whether in terms of governance systems or stages of development. Moreover, very few studies evaluate the long-term impact of RM implementation on central government institutional performance or public policy outcomes.

Second, there is limited research that delves deeply into the connection between risk appetite, strategic planning, and decision-making effectiveness at the bureaucratic level. For instance, although Woods (2022) notes that RM implementation in UK ministries varies widely, few studies have explored why such variation exists and how it affects managerial capability and organizational responsiveness to uncertainty.

Lastly, a prominent gap is the absence of research linking risk management with fiscal sustainability, institutional resilience, or responses to multidimensional crises (such as pandemics or geopolitical instability)—contexts that are increasingly vital in today's governance landscape.

3.4.3. Opportunities for Theoretical and Practical Development in Strategic Risk Management

Based on the identified trends and gaps, there is ample opportunity for both theoretical and practical advancements. Theoretically, approaches rooted in institutional logics, organizational culture, and public value governance offer more relevant frameworks for explaining the dynamics of RM implementation in the public sector. Studies by Nguyen & Hiebl (2023) and Polzer et al. (2023), for example, demonstrate how state organizations can become adaptive institutional learning environments, leveraging risk as a source of innovation rather than merely something to avoid.

On the practical side, there is potential to develop more integrated, process-based RM implementation models, emphasizing cross-functional dialogue, the use of public data analytics, and the establishment of strategic risk units within ministries that hold fiscal policy authority. Concepts such as **risk-informed budgeting**, **scenario planning**, and **adaptive risk governance** could serve as key entry points for linking risk management with more responsive policy design.

Finally, collaboration between academics, policymakers, and international institutions is crucial for building a knowledge base that is comparative, participatory, and context-sensitive. This would enable the development of risk management practices that are not only administratively efficient, but also strategically impactful in enhancing public service quality and institutional legitimacy.

4. Conclusion

This study aimed to explore and synthesize the academic literature on strategic public risk management, with a specific focus on practices within central government settings. Based on a systematic review of 30 scholarly articles published between 2019 and 2024, this research contributes to four main research questions that frame the core analytical structure. In relation to the first research question (RQ1), which addresses how strategic risk management approaches are applied to manage revenue-related risks in central government agencies, findings indicate that implementation remains limited and highly variable. While initial efforts toward strategic approaches are evident—as reflected in studies by Chen & Chu (2022) and Basloom et al. (2022)—current practices remain fragmented and tend to emphasize technocratic dimensions such as fiscal projections and revenue risk disclosures. Comprehensive integration of risk management frameworks into strategic policy cycles is still rare. Additionally, the context of developing countries, as highlighted in studies by Rosdini et al. (2022) and Kuruppu et al. (2021), shows that weaknesses in institutional structures and limited public data continue to hinder the full internalization of strategic approaches. In addressing the second research question (RQ2), concerning institutional and cultural factors that influence RM effectiveness, findings from articles such as Gourbier et al. (2024), Volodina et al. (2023), and Nguyen & Hiebl (2023) reinforce the understanding that institutional pressures, organizational cultural resistance, and internal power dynamics play significant roles in determining the success or failure of RM implementation. A weak risk culture, tendencies to pursue formal legitimacy, and rigid bureaucratic norms often prevent organizations from adopting RM as a strategic instrument. Conversely, when opportunities for cross-unit participation, institutional innovation, and organizational learning are present—as demonstrated in studies by Georgiou (2024) and Polzer et al. (2023)—there is greater potential for substantive RM adoption. With regard to the third research question (RQ3), which examines current phenomena in strategic public risk management research, the analysis reveals a dominance of symbolic and administrative approaches in RM practices within the public sector. Many ministries and agencies adopt risk frameworks primarily as a form of regulatory compliance or external pressure, without fully integrating them into managerial strategy. Articles such as Woods (2022) and Pontoppidan et al. (2024) show that RM integration into decision-making processes remains partial. Moreover, there is a clear gap between the conceptual models developed in academic literature and the actual practices implemented within state bureaucracies. Strategic risk management practices often remain trapped in a compliance logic, rather than functioning as tools to support the long-term institutional vision. Finally, in response to the fourth research question (RQ4) on the future directions of research in this field, this study finds considerable potential to expand research toward more contextual and reflective approaches. Current intellectual trends are moving toward the exploration of institutional factors, organizational culture, and informal practices that shape the ecosystem of public risk management. However, critical gaps remain, including the lack of cross-country comparative studies, limited evaluation of RM's long-term impact on policy performance, and the absence of conceptual frameworks that integrate fiscal risk, accountability, and institutional sustainability. Studies by Nguyen & Hiebl (2023), Gourbier et al. (2024), and Polzer et al. (2023) provide an initial foundation for developing new theoretical frameworks that link risk management with strategic governance and institutional transformation. In conclusion, this research affirms that strategic public risk management remains in a conceptual and experimental growth phase. Going forward, there is a need for frameworks that bridge strategic vision, managerial logic, and the socio-political dynamics of public bureaucracy. Only through adaptive and reflective approaches can risk management become an integral part of sustainable, value-driven public governance processes.

Reference

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