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Evaluation of Risk Management in the Ministry Interior of Iraq According to the Standards (ISO 31000: 2018)

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Abstract:

The idea of the research is to evaluate the extent to which risk management is applied in the work of the departments and formations of the Iraqi Ministry of Interior, and this is done by comparing the actual reality of the Ministry's work with the international standard for risk management, which is (ISO 31000:2018), as the problem of the research centers is the Ministry's lack of a clear definition that is clear about how risks are managed, and this can be seen after reviewing the strategic and annual plans, which showed that this topic was not included in them. In contrast, the research aims to determine the actual reality of the Ministry's work in institutional risk management by comparing this reality with the provisions of the ISO standard 31000:2018. To determine the gap and the level of application, the researcher relied on the Ministry's strategic plan to determine the research sample, which is divided into three axes, namely (administrative, service, and security), where three departments were chosen, namely (the Directorate of Financial Resources, the Directorate of Civil Defense, the Leadership Border Forces), and the checklist was designed based on the provisions of the standards used Equations (Weighted arithmetic mean and Percentage of conformity), through which the extent of conformity with the requirements of the standards can be known. After conducting field tours, interviews, and reviewing the records and documents of the departments, the inspection lists were filled out, and the gap was calculated, which was (60%), which is a relatively large gap.

Paper type: Research paper
Keywords: Risk, Risk Management, ISO 31000:2018, Evaluation, Ministry of Interior

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1. Introduction:

Security organizations are the basis on which countries rely to advance their actual situation, whether at the levels of (economy, society, politics, education, health, etc.). Since the environments are turbulent, unstable, and difficult to predict, the need for risk management has emerged to reduce these variables, as it is considered a tool. Effective management helps these organizations achieve their strategic goals and face challenges with high efficiency. Despite this, the levels of maturity in this field in security organizations, especially the (Ministry Interior of Iraq), are still in the early stages, and there needs to be more in the level of commitment to risk management policies. We also find that the security institutions in Iraq still need to have full Benefit from this field, as previous experiences indicate that the actions of the security institutions during the occurrence of institutional risks are responsive and not proactive. Thus, the research problem was launched due to the important role that institutional risk management represents for security organizations, especially the researched entity (the Iraqi Ministry of Interior), and the Ministry's lack, through previous experiences, of a clear and explicit definition of how to work on this topic. The research aims to determine the reality of the Ministry's work in risk management. Institutional risks: By comparing this reality with the ISO standard 31000:2018, the importance of research is highlighted in determining the actual reality of the Ministry's institutional risk management system and determining the reasons for the Ministry's lack of adoption of this system.

1.1 Literature review:

Many studies emphasize the importance of organizations establishing and linking risk management systems to their main plans.

Liuksiala (2012) determined the degree of compliance of Finnish organizations with the ISO 31000 standard, identifying areas where organizations lack the performance standards set by the standard and highlighting its importance in exploring the gap between the requirements of the standard and the reality of organizations in Finland, while the goal of the study was to know the extent of compliance of Finnish organizations with the ISO 31000 standard. The study concluded that the current best practices for risk management, as presented in the ISO 31000 standard, are not a reality among Finnish organizations, and, in particular, small and medium-sized enterprises need better records management practices for risk management.

Scannell et al (2013) proved the importance of risk management in their study, where it shows the exposure of supply chain management to many setbacks and thus works to discover and identify them through the standards of risk management and highlights the importance of the study in reducing and reducing environmental risks which affect the management of supply and supply chains While aiming to determine whether the ISO 31000 standard provides a framework for consensus on supply chain risk management, the study found that the surveyed companies recognize The importance of risk management, but lacks the integration with both supply chain risk management and skills.

Jawad (2019) found that the Directorate of Electric Power Production Projects does not adopt a clear strategy for managing information security risks as well as that information security risks are ineffective and not fully secured from internal and external threats, as this study examined the availability of international standards for information security management, methods, procedures and methods of evaluation and linking the reality of the situation of the surveyed party about information security risks with the ISO standard and identifying the most important principles of the information of security risk management system and the terms of the standard and discover the size of the gap and methods of improvement.

Ismail (2020) proved that there are risks, in general, surrounding individuals working in the Petroleum Products Distribution Company / Baghdad, which leads to an increase in accidents and work injuries, which examines the integration between the ISO 31000: 2018 risk management standards and the system of measures to prevent accidents and work injuries / a case study in the Petroleum Products Distribution Company / Baghdad and highlights its importance in diagnosing the extent of application of the standards ISO 31000:2018 in the Petroleum Products Distribution Company / Baghdad, and aims to study the extent of application of the standard ISO 31000:2018, and then determine the gap between the applied risk management system and the terms of the standards and concluded that the company does not provide all the necessary resources for risk management, and the weakness in documenting the process of integrating risk management in all joints of the company.

Alwardi (2020) explained the stages of risk management and its impact on the quality of municipal service / an exploratory study of the opinions of a sample in the Directorate of Sewerage Salah al-Din and the importance of the study is evident in its contribution to providing information and ideas to the workers of the Directorate of Sewerage Salah al-Din on the subject of the impact of risks at the level of the Directorate, and aims to show that the approach to risk management helps to ensure the sustainability of the work of organizations and enable them to achieve their organizational goals by knowing the risks to which the organization is exposed and the extent of their impact and reduction, which helps to continue the organization in the performance of its duties, and one of the most important conclusions of the research was the stage of decision-making and facing risks came in the first order in terms of priority and relative attention, while the second order was for the stage of diagnosis and assessment of risks while the stage of risk assessment and review was in the third order.

Wicaksono (2020) proved that risk management and mitigation strategies must be followed whose study was entitled Application of ISO 31000:2018 as a risk management strategy for the Vehicles and Heavy Machinery Division, as it aims to monitor the level of effectiveness in the application of the ISO 31000:2018 risk management standard in heavy machinery operations by applying expert rule in risk assessment techniques using questions. The population and sample of the study is the Polish company for both the technical manager/operations, the head of the heavy equipment department, and the team leader. The engineer, the head of the welding team, and the researcher relied on the questionnaire and personal Interviews in collecting data and reaching the most important result that 20 risks can disrupt the path of the process of dividing heavy machinery, and based on the risk assessment stage using a tool that determines the priority of risks and the risk level map.

Norimarna and Alijoyo (2021) looked at the ISO 31000-based risk management maturity assessment as a means of achieving organizational sustainability and resilience in the wake of COVID-19. The roadmap is defined and presented to the organization's board of directors using a case study of one of the biggest state-owned enterprises in Indonesia which serves public interests in the energy sector. The case study revealed a notable lack of resilience and sustainability features, which has a significant impact on risk management. For his work, which sought to understand how an ISO 31000-based risk management maturity assessment conducted in a large state-owned organization could help the organization map its journey in building its sustainability and resilience; the researcher utilized questionnaires, in-person interviews, and focused group discussions (brainstorming) as data collection tools. Dewantara (2022) examined the multi-stage processes involved in distributing and receiving diesel fuel and confirmed the necessity of ISO 31000 for risk identification, assessment, and management. Every step has a certain task that involves a possible risk. Effective risk management is necessary for preventing uncertainty systematically to lower such risks.

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This study aims to detect the risks PT Rahardja Wirasakti Jaya Mandiri faced throughout the COVID-19 pandemic. It will do this by analyzing the risks present in each of such events, making recommendations, and using Functional Safety Analysis (JSA). The results of this analysis show that ISO 31000 must be used to identify, assess, and manage current risks.

2. Materials and method:

2.1 Data collection sources:

Arab and foreign sources were relied upon to cover the study's theoretical framework, and the global information network (the Internet), where the focus was on risks and risk management, introducing them well, reviewing the concept of evaluation, and then addressing the standards.ISO31000:2018, and within the practical framework of the study. Data were obtained by dictating a checklist for the surveyed departments in the Ministry of Interior and by conducting interviews and reviewing records and documents. A seven-point Likert scale was used to diagnose the level of implementation of the provisions of the international standard ISO31000:2018 in the Iraqi Ministry of Interior. Relative weights were determined. For both variables, then analyzed the data quantitatively and interpreted the results. Table 1 shows the items on the seven-point scale and their weights (Salim and Jawad,2001).

Table 1: The seven-point scale to determine the degree of conformity with the standard

T	1	2	3	4	5	6	7
Scale paragraphs	Fully implemented and fully documented	Fully implemented, partially documented	Completely implemented, not documented	Partially implemented, fully documented	Partially implemented , partially documented	Partially implemented, undocumented	Not implemented Not documented
Paragraph weight	6	5	4	3	2	1	0

2.2 Research sample:

The research sample was determined as a purposive sample that included three departments that represented the basic axes of the work of the Ministry of Interior (security, service, and financial), which are the departments (Border Forces Command, Directorate of Financial Resources and Civil Defense Directorate). The researcher conducted field interviews with the directors of the departments and divisions specialized in these departments. Departments review the strategic and annual plans and organizational structures and then fill out the checklists to determine the size of the gap between the actual reality and the requirements of the standards. Table 2 shows the main paragraphs in checklists (ISO31000,2018) and how the gap was determined.

Table 2: Sample checklist for the standard

Indicative specification clauses ISO 31000:2018		Duplicates	The result	weighted arithmetic means	Percentage of conformity (%)	Gap size (%)	Source
5. Framework							(ISO31000,2018)
5.1 years							(ISO31000,2018)
5.2 Leadership and Commitment							(ISO31000,2018)
5.3 Integration of risk management							(ISO31000,2018)
5.4: Design a risk management framework							(ISO31000,2018)
5.4.1	Understand the organization and its context when						

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	designing a risk management framework.						
5.4.2	Expressing commitment to risk management						
5.4.3	Assign organizational roles and authorities' responsibilities and accountability						
5.4.4	Resource allocation						
5.4.5	Establishing communications and consulting						
5.5 Implementation							(ISO31000,2018)
5.6Evaluation							(ISO31000,2018)
5.7Optimization							(ISO31000,2018)
5.7.1	Adaptation						
5.7.2	continuous improvement						
6	the operation						(ISO31000,2018)
6.1	General						
6.2	Communications and consulting						
6.3	Scope, context, and standards						
6.3.1	General						
6.3.2	Define the field						
6.3.3	External and internal context						
6.3.4	Determine risk criteria						
6.4: Risk assessment							
6.4.1	General						
6.4.2	hazard identification						
6.4.3	Risk analysis						
6.4.4	risk assessment						
6.5	Risk treatment						
6.5.1	General						
6.5.2	Choose risk treatment options						
6.5.3	Preparing and implementing risk treatment plans						
6.6	monitoring and review						
6.7	Registration and report						
The total percentage of compliance with standard items							

Source: conducted by the researcher

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2.3 The research plan:

Figure 1 shows the Research Procedures, which shows that the evaluation process is carried out by comparing the actual reality of the investigated circuits with the requirements and clauses of the standards to determine the Percentage of conformity and diagnose the gap, where the checklists are analyzed, calculations are performed, the gap is diagnosed, and then a general analysis is conducted to establish the strengths and weaknesses, and then Proposing a set of recommendations that would reduce the gap or bridge it completely and increase the compliance rate.

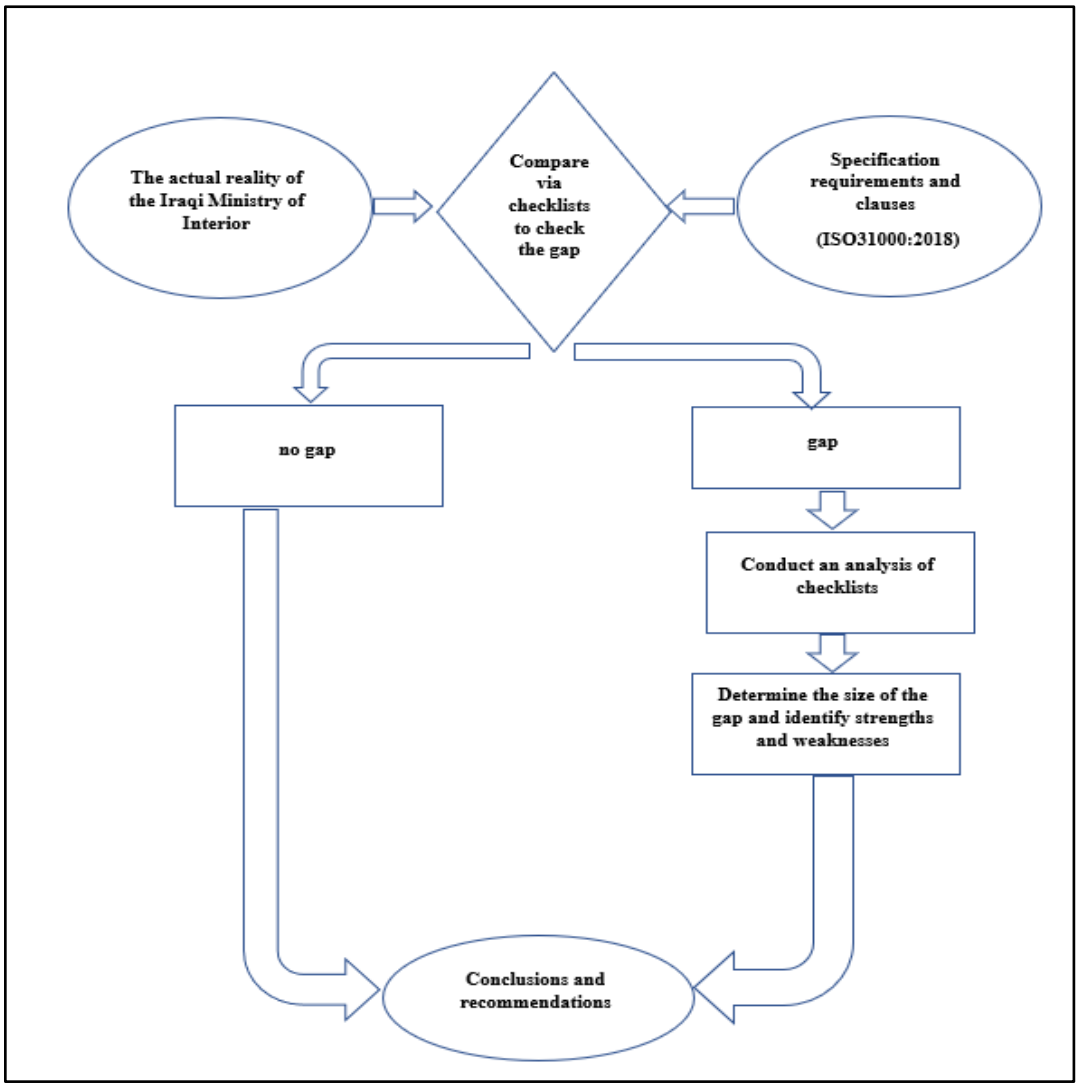

Figure (1): Research Procedures
Source: conducted by the researcher

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2.4 Risks:

"Risk" has two meanings because it is present in almost every element of life. It could also refer to "threat" or "danger," which refers to being exposed to a danger or mistake from this angle. The degree of risk connected with an event depends on both its likelihood and the severity of the repercussions that follow. However, risk is more narrowly defined as the potential for suffering from an unfavorable event or certain loss (Yoneda and Mokhtar, 2018), (Benjamin,2017) defined risks as the possibility of a future deficit or failure in performance in achieving the required goals that are clearly announced at all organizational levels, and it includes all goals, even strategic ones. It was defined (Sansakorn, 2018) as the basic condition That could generate a potential risk event at some time, while the ISO31000:2018 standard stated that risks are the effect of uncertainty on achieving goals and defined them (Aven, 2019), uncertainty regarding the severity of the consequences of any activity about something that a person can estimate, that is, the occurrence of some the specific results of the activity and the uncertainties associated with it.

2.4.1 Types of Risks:

The risks are many; they are everywhere, and all institutions have little control over many of them. The researcher discusses the most prominent risks, which are divided into several categories, types, and classifications, which are as follows: (Theodore, 2015)

1. Strategic risks: Risks of this type have the potential to alter the strategic orientation of survival. Macroeconomic risks resulting from central and federal government financial policies are significant elements in this category.

2. Commercial/financial risks: This type includes risk to the overall financial stability of the business. It combines risks related to the organization's operating market (market risk) and its capacity to use loans to finance growth (credit risk).

3. Operational risks: There are several risks in this broad area, such as the failure of any part of business operations. This covers ineffective management, malfunctioning hardware and software, and inefficient processes, mistakes made by people. Despite being somewhat recent, it plays a significant role in the framework for overall risk management.

4. Technological risk: This type of risk is different from operational risk because it is related to high-risk projects like launching new IT systems into organizations and bringing new technology items to the market.

5. Program and project risks: This type of risk reflects the possibility that the primary change initiative won't succeed or that the anticipated advantages won't materialize. Since programs and projects are being used more frequently to move businesses through change, this kind of risk is sometimes closely related to strategic risk because failure could have a big effect on the organization. Additionally, it brings with it an increase in organizational complexity, thus managing this type of risk is crucial.

6. Technical risks: Technical risks include incomplete design, incomplete or incorrect environmental analysis, unexpected geotechnical issues, change of applications due to errors, inaccurate assumptions related to technical issues at the planning stage, late surveys or wrong surveys, and incorrect structural designs. Incomplete or in error, Hazardous waste site analysis is incomplete or incorrect, Design exceptions are needed, and Consultant design is not up to management standards.

7. Organizational risks: This category includes inexperienced employees, loss of key employees, insufficient time for planning, unexpected workload for the project manager, and internal "red tape" that causes delays in obtaining approvals.

8. Environmental risks: These risks represent an important part of our life on this earth, and the most prominent of these risks are changing environmental regulations, changes in water quality regulation, and lack of specialized personnel (biology, anthropology, archaeology, etc.).

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9. Human resources risks: They are among the most important major risks in the organization, which may lead to the loss of opportunities that advance the organization, and they interfere in every part of the employee's functional process, which is the basis of the organization's work (Trofimova N, 2020).

2.5 Risk management:

All types of organizations deal with external and internal factors and influences that make them uncertain about their objectives. Risk management is a continuous process that aids in strategy development, goal achievement, and decision-making for companies. Risk management is essential for managing the organization at all levels and is a component of governance and leadership. It also aids in the advancement of management systems. All organizational activities, including communication with interested parties, involve risk management. In addition, risk management examines the external and internal contexts of the organization, taking into account cultural and behavioral aspects. 31000:2018. Furthermore, it is important to remember that risk management needs to be defined by and connected to the organization's strategic objectives (Cenar, 2016). (Belu et al, 2016) (controlling ongoing risks in the organization to provide an environment Better for Business (Suroso and Fakhrozi, 2018). According to ISO31000:2.18 (Hunziker, 2021), it is an organized and systematic method for managing uncertainties that pose a threat and creating plans to minimize those risks via resource management and empowerment. It is a strategic business system that helps an organization achieves its goals by managing the entire range of risks and the combined effect of those risks as an interconnected risk portfolio.

2.5.1 Benefit gained from risk management:

Working with risk management in organizations has many advantages and benefits, as it contributes to increasing the probability of achieving goals, identifying risks and addressing them proactively, as well as improving governance and stakeholder confidence, as well as establishing a reliable basis for decision-making and planning, improving resource allocation and effective use, and improving operational effectiveness. Efficiency and safety, enhancing health and safety performance, environmental protection, improving loss prevention and accident management, reducing losses, maximizing benefits, and increasing the efficiency of organizational learning and flexibility (Thompson et al, 2016).

2.5.2 Principles of Risk Management:

A standards ISO 31000:2018 showed the basic principles on which risk management is based are explained as follows:(ISO 31000:2018).

1. Integration: An essential component of the organization's operations is risk management.
2. Structured and comprehensive: Results that are reliable and comparable can be achieved with the aid of a thorough and organized risk management method.
3. Customized: Establishing a framework and risk management processes appropriate to the organization's external and internal context and objectives.
4. Comprehensive: It includes the participation of all concerned parties in risk management to consider their views and knowledge. This leads to improving awareness and knowledge of risk management to ensure the effective application of risk management.
5. Dynamic: The ability of risk management to respond promptly and appropriately to changes and events to which the organization is exposed. That is, the organization can anticipate, detect, and acknowledge risks that may appear, disappear, or change according to changes in the organization's internal and external context.

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6. The best information ought to be easily understood and made available to interested parties right away. Risk management takes into account any constraints and uncertainties related to current and historical information as well as future expectations and knowledge that is based on these sources.
7. Cultural and human factors: At all stages and levels, the culture and behavior of an individual have a significant impact on all areas of risk management.
8. Continuous improvement: Experience and learning lead to ongoing improvements in risk management.

2.6 Evaluation:

Evaluation is the process of measuring work and output by a predetermined standard that allows precise assessment of the necessary quality and quantity, free from subjective opinion and unclear evaluation criteria. Some, however, characterize it as a method of ascertaining the outcomes of a particular task rather than concentrating just on the compensation aspect and performance results. It looks at ways to build capable management teams and positive work environments, all of which help the company guarantee strong employee motivation and work satisfaction. In an organization, the assessment process finds, tracks, evaluates; and develops human performance. (Al-sinawi, 2016) provides management with an explanation of the institution's strengths and shortcomings, the accuracy of predictions and goals, and the influence of external circumstances and capabilities (Kollberg and Elg, 2009). Evaluation is the set of procedures adopted within the institution to highlight its strengths and weaknesses, and in light of it, the necessary measures are designed and implemented. Leaders are directed to focus on specific activities within the institution. (Parviainen, 2021) defined it as an iterative process to determine the optimal management procedure to reach a justified balance between different parts of the organization or activities.

2.6.1 Types of Evaluation:

The suitability of the approach or system adopted in the evaluation process depends on many resources, including the characteristics of the organization, the approved human resources management system, the available data, what tools are used, or how the available information affects the behavior and direction of management (de-Morentinet al, 2020), so the evaluator must decide the general approach that must be followed in a way that serves the general interest of the organization and is commensurate with the nature of the work, job, or program to be evaluated. It may be an internal or external evaluation, and it is also possible that it be the evaluation can be complete or partial, and it can also be a subjective or objective evaluation. There is a formative evaluation (an evaluation of the program that is conducted while it is still in progress) or a summative evaluation (which is conducted at the end of the program) (Powell, 2006).

2.6.2 Evaluation steps:

The process of performance evaluation is intricate and it involves numerous correlated forces. this is why, to accomplish the objectives of the process assessment, performance evaluators need to implement the sequential and logical steps below: (Hunger and Wheelen ,2012):

1. Determining what needs to be measured: it is important to identify the procedures of assessment and the results that will be tracked and evaluated. These procedures and results need to be measured as well, objectively and correctly, with a focus on the most crucial process aspects.
2. Determining the criteria of performance evaluation: The standards for performance evaluation must include a set of indicators and allowable deviation percentages for every standard, and they need to be suited to the strategy and environment of the organization.
3. Evaluating actual performance: the assessment of the actual performance level of the organization is highly important.

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4. Comparing actual performance to the evaluation criteria: The actual performance should be compared to the criteria that were determined. If the results of performance are within the permitted limits, the process of evaluation stops, while if results are outside the permitted limits, we start with the 5th step.
5. Taking corrective measures: in the case where the actual results of the organization's performance assessment are outside allowed limits, corrective measures have to be taken address the deviations and enhance the performance to reach the needed level.

2.7 Standards ISO 31000:2018:

2.7.1 Origin and Development:

To guarantee quality, efficiency, and safety, the International Organization for Standardization and Control (ISO) issues international standards that serve as high-level standards for goods, systems, and services. It is important to remember that the ISO is an independent organization with no governmental ties, and those standard standards are seen as a very helpful tool in international trade (Ruostekoski, 2017). Other standards exist, including technological and electrical standards. A different notable institution that publishes standards on a global scale is the International Electrotechnical Commission (IEC). It manages conformity assessment systems and supports all types of conformity assessments. In all areas of standardization in the electronic and electrical domains, the IEC and ISO collaborate closely under predetermined guidelines. In collaboration with the two organizations (IEC TR 63054, 2017), the idea to release the standard (ISO 31000) was introduced to establish general guidelines for risk management regardless of scope (Estevens et al, 2015). It is important to note that this applies to all risks, despite their nature or potential outcomes (Liuksiala, 2012). ISO 31000 also specifies risk management terminology, performance standards, risk analysis, risk identification, treatment, and evaluation, as well as seminar guidelines, to integrate the risk management process throughout the organization. (Estevens et al, 2015) It should be noted that there have been several changes to the international standard for risk management. For example, the British Standardization Institute published a guide in 2000 called "Risk-related Business Management Guide," which addressed operational and financial risks. In 2002, a standard for special guidelines called "Risks" (ISO GUIDE 73). was released. The International Organization for the Australian and New Zealand Standards (Australian and New Zealand Standards-AS/NZS4360:2004) was adopted in 2004 by the Technical Management Council of ISO. In 2005-2008, the International Governance Council for Swiss Risks (ISO GUIDE 73) theoretically, if more than (80) separate technical committees from ISO and IEC worked to address aspects of risk management, then the Technical Board of Directors of ISO appointed a working group to prepare a draft of the risk management standards, which issued a guide (ISO GUIDE). Which included risk management, vocabulary, guidelines, and Use) and then obtained final approval in 2008. Then, in (2009), the International Organization for Standardization issued the guidance standards for risk management ISO 31000:2009, and in (2018) the risk management standard was developed by the technical committee (ISO 2621). The official name of the standard appeared as ISO 31000:2018.

2.7.2 Standards clauses:

The standards include ISO 31000:2018 and has six main provisions:
1. Scope: This document guides organization in managing their risks. Those policies are adaptable to any kind of company and its needs. This publication, which is not a sector- or an industry-specific, offers a standard method for managing risk. This document could be implemented and utilized for the organization's life. On any activity, including making decisions at all levels (ISO 31000, 2018).
2. Standard references: This paper does not include any standard references (ISO 31000, 2018).
3. Definitions and Terms: Describe the definitions and terms used in the chosen standard as well as any pertinent official standards and definitions Institute of Risk Management (IRM, 2018)

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4. Risk management principles.
5. Framework: The goal of the risk management framework is to facilitate the integration of risk management into all functions and activities. Integration of risk management into governance and all other organizational functions, such as decision-making, is necessary for it to be effective (IRM, 2018).
6. Process: Applying procedures, policies, and practices systematically to communication and consulting activities; creating the necessary framework; recognizing, evaluating, and treating risks; and tracking, reviewing, documenting, and reporting risks (ISO 31000, 2018).

2.7.3 Importance of standards (ISO31000:2018):

The importance of the risk management standards 31000:2018 can be clarified (Through the following points (Björnsdóttir et al,s 2022)
1. An organization can review its present risk management procedures in standards availability 31000.
2. For various organizations, it is regarded as an internationally recognized reference since it provides a shared resource for stakeholders who are involved in risk management. For professionals, particularly those working in complex, large organizations, familiarity with the implementation and content of risk management framework and the stated procedure is beneficial.
3. Three pillars support the standards: the risk management framework, the risk management process, and the risk management principles. Because the guiding principles address the topic of risk management's goals and purposes, such structure is also strong and rather simple to execute. The framework necessitates a description of the external and internal organizational environments and specifies authorization and commitment at the levels of the board of directors and senior management. Simultaneously, the procedure outlines how to use risk management for everyday operations at the business unit level, regarding "risk assessment" and "risk treatment".
4. The organization may better incorporate risk management into its overall management system with the use of this standard. Thus, organizations ought to modify the framework's components to suit their own requirements. Rather than being seen as a stand-alone item, risk management ought to be integrated into the organization's management system (Lajtha et al, 2012).

2.7.4 Standards principles ISO31000:2018:

There is a set of principles that characterize the standards, which are explained by (iso31000,2018):
1. Built-in management Integrated risk is an integral part of all organizational activities.
2. Organized comprehensive: Results are more comparable and consistent when risk management is done in an organized and thorough manner.
3. Compatible with the organization: The approach and structure for risk management have been tailored to the organization's goals, taking into account the internal and external context.
4. Transparency: Stakeholders can take into account their expertise, viewpoints, and perceptions through timely and appropriate involvement, which improves awareness and promotes informed risk management.
5. Dynamic: As the organizational context, both external and internal, changes, dynamic risks can also disappear, change, or appear. Risk management plans for such events and changes, recognizes them, and reacts to them quickly and effectively. Inputs for risk management are derived from historical and current information and projections for the future.
6. Provides the best information available: Risk management takes into account any uncertainties and restrictions related to expectations and information; also, the information must be clear, timely, and accessible to the appropriate stakeholders.

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7. Human behavior is influenced by cultural and human factors, and culture has a significant impact on all aspects of risk management at all stages and levels.
8. Continuous improvement: The improvement process is ongoing thanks to knowledge and experiences gained.

3. Results and discussions:

As mentioned previously, reliance was placed on the checklists formulated through the provisions of the standards ISO31000:2018 in measuring the actual reality of the work of the investigated circuits to determine the conformity rates and extract the gap. The conformity rate and gap for each circuit were as follows:

3.1 Directorate of Financial Resources:

The Percentage of conformity with standards items reached (9%), and the total gap was (91%). This very large gap could be because the personnel working in the Directorate of Financial Resources need to gain sufficient experience in risk management. Also, a portion of the Directorate's resources are not allocated to support risk management, nor is there any clear policy that serves the subject of risk management, with limited training courses in risk management. In addition, data and information system needs to be invested in risk management to promptly obtain updated information. Also, the Human Resources Directorate needs a record for risk management. The Directorate of Financial Resources does not evaluate risk management practices and methodologies because its work is limited, as there are no clear and explicit procedures to improve and evaluate risk management. The organizational structure of the Directorate of Financial Resources does not include anything related to risk management.

3.2 Border Forces Command:

The Percentage of conformity with the standards items was (30%), and the total gap reached (70%). This relatively large gap could be because senior management has already begun to support the risk management issue. The resources that have been allocated are not enough to support the implementation of risk management. Also, we find that training courses and workshops are few so far. The current organizational structure does not include anything related to risk management, and the Border Forces leadership needs a record for risk management, nor does it evaluate its practices installed in the risk management matrix. While I find that the leadership has already begun formulating the risk management matrix, which can be developed in the future, the treatment plans that it included in the matrix have not been implemented yet; on the other hand, we find that leadership has human resources with accumulated experience in the field of border file management, which can be employed in risk management. It sets strategic and annual goals within its plans, which may include risk management.

3.3 Directorate of Civil Defense:

The Percentage of conformity with the terms of the standards is (75%), and the total gap has reached (25%), which is a small gap. This could be because senior management supports the issue of risk management. Also, the Directorate of Civil Defense owns modern and advanced communications and information transfer equipment that transmits information promptly, and the Directorate of Civil Defense develops ready and updated plans for managing various risks and disasters. It has human resources with accumulated experience in risk management and how to reduce them, and its organizational structure is approved. It can be modified to serve the subject of risk management. Also, the existence of an approved mechanism to conduct continuous monitoring and evaluation operations is considered an essential part of risk management; the Directorate sets strategic and annual goals within its plans, in which the topic of risk management may be included, and the Civil Defense Directorate conducts internal and external training courses to develop its personnel also The Directorate of Civil Defense possesses the necessary material resources that contribute to developing the subject of risk management. The Civil Defense Directorate also works through a special law, which is considered a strength on which the Directorate of Civil Defense relies in performing its tasks.

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The lack of a dedicated division or department for risk management within the organizational structure is one of the factors that contributed to the formation of this gap. The Directorate of Civil Defense, as well as the obsolescence of some of the specialized vehicles for extinguishing fires, which are considered one of the most important means of performing the Directorate of Civil Defense tasks, and there is no special policy for risk management and the existence of conflicts with other ministries, which weakens the Directorate of Civil Defense strength in performing its tasks. The Civil Defense Directorate needs a record for risk management.

4. Conclusions:

The Iraqi Ministry of Interior's actual reality differs significantly (60%) from the criteria of international standard ISO 31000:2018 (the gap is 60%). That is because the organizational structures of the Ministry's departments and formations do not support the requirements of risk management, as there is no department or division in the Ministry's departments and formations specialized in the subject of risk management until the present time, as well as the lack of expertise in human resources that It can be relied upon in procedures related to the stages of risk management, and this was clear after personal interviews were conducted to fill out examination forms, as it was revealed that there is a weakness in understanding risks and how to manage them. There are no clear and applicable policies regarding risk management, as the Ministry's departments need those. The policies emphasized by the ISO standard, which would serve the Ministry's work in this field, are the classification of risks and how to deal with them. Likewise, the subject of risk management should have been included in the strategic and annual plans of the Ministry. The Ministry's employees are relatively lacking in a culture of risk management, which may be due to the weak orientation of the leaders in some of the Ministry's formations towards the subject of risk management. Thus, the middle and lower administrations do not have this orientation in turn, and if it does exist, it is somewhat weak. Also, the important observation is that there are no special records documenting the previous risks to which the Ministry was exposed. The researcher came to this conclusion after reviewing the documentary records of the researched departments, especially since the risk management record is considered one of the basic pillars of risk management as it is the basic means of documentation for this subject, which will be referred to in the future, as well as the absence of items in the investment and operational budgets, especially to support the subject of risk management, as The budget of the Ministry of Investment and the budget of the departments surveyed do not specifically include a special item to support the issue of risk management. Therefore, there are no special resources for it. No specialized teams have been formed to confirm the risks expected to occur or to document the risks that occurred previously, and this is due to the weakness of the management culture. Senior management does not pay attention to the issue of risks. It can be noted that few training courses guarantee the acquisition of expertise in risk management. Except for some departments, most of the employees in the Ministry suffer from a lack of training courses, especially on the subject of risk management, for major reasons, including weak resources and a weak orientation towards this: the issue and the lack of this culture, future research may focus on the topic of risk management in other Iraqi security organizations. It is also possible that researchers will resort to the topic of information security risk management in future research.

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Authors Declaration:
Conflicts of Interest: None
-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.
- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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تقييم ادارة المخاطر في وزارة الداخلية العراقية وفق المواصفة (ISO 31000:2018)

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مستخلص البحث:
فكرة البحث هي تقييم مدى تطبيق ادارة المخاطر في عمل دوائر وتشكيلات وزارة الداخلية العراقية ، وهذا يتم من خلال مقارنة الواقع الفعلي لعمل الوزارة مع المواصفة الدولية الخاصة بادارة المخاطر وهي (ISO 31000:2018) ،حيث ان مشكلة البحث تتركز حول افتقار الوزارة الى تحديد واضح وصريح لكيفية ادارة المخاطر، ويمكن ملاحظة ذلك بعد مراجعة الخطط الاستراتيجية والسنوية والتي تبين عدم تضمين هذا الموضوع فيها ، في حين يهدف البحث الى الوقوف على الواقع الفعلي لعمل الوزارة في مجال ادارة المخاطر المؤسسية من خلال مقارنة هذا الواقع مع بنود مواصفة الايزو (-31000 2018) وتحديد الفجوة ومستوى التطبيق، وقد عمد الباحث الى الاعتماد على الخطة الاستراتيجية للوزارة في تحديد عينة البحث والتي تكون مقسمة الى ثلاث محاور وهي (اداري ، خدمي ، امني) ، حيث تم اختيار ثلاث دوائر وهي (مديرية الموارد المالية ، مديرية الدفاع المدني ، قيادة قوات الحدود)، وتم تصميم قائمة الفحص بالاعتماد على بنود المواصفة والتي من خلالها يمكن معرفة مدى المطابقة مع متطلبات المواصفة واستخراج النتائج من خلال استخدام المعادلات (الوسط الحسابي المرجح , ونسبة المطابقة)،وبعد اجراء الجولات الميدانية والمقابلات والاطلاع على السجلات والوثائق للدوائر تم ملئ قوائم الفحص وحساب الفجوة والتي كانت بمقدار (60%) وهي فجوة كبيرة نسبيا.

نوع البحث: ورقة بحثية.
المصطلحات الرئيسة للبحث: المخاطر، ادارة المخاطر، ISO 31000:2018، التقييم، وزارة الداخلية

*البحث مستل من رسالة ماجستير