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Internal Control Model for Finance and Procurement at Sisaket Rajabhat University Based on the COSO framework for fiscal Transparency and Sustainability.

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KEYWORDS

Internal Control, COSO Framework, Finance and Procurement, Governance, Fiscal Sustainability.

ABSTRACT

This study aims to develop an internal control model for the finance and procurement functions of Sisaket Rajabhat University under the COSO framework to enhance fiscal transparency and sustainability. A mixed-methods sequential design was employed, consisting of (1) a quantitative assessment of internal control levels among 18 finance and procurement staff, (2) in-depth interviews with seven key informants, and (3) model development and expert validation. Quantitative data were analyzed using descriptive statistics, while qualitative data underwent thematic content analysis. This study employed a three-phase, mixed-methods approach**.** Phase 1 was a quantitative study utilizing a questionnaire based on the five components of the COSO framework. The participants were 18 officers responsible for treasury and procurement operations. Data were analyzed using descriptive statistics, including frequency, percentage, mean, and standard deviation. Phase 2 was a qualitative study involving in-depth interviews with executives, department heads, and responsible officers to identify operational problems and potential improvements. Phase 3 focused on synthesizing and developing the model through a focus group discussion and expert validation. The overall level of internal control was high ($\bar{x}$ =3.90, S.D.=0.61with the strongest component being the control environment. Weaknesses were found in information and communication systems and risk assessment practices. Qualitative findings highlighted structural issues, including fragmented databases and limited system integration. The resulting FISC-G Model demonstrated high content validity (IOC = 0.92) and feasibility (91%). The component with the highest mean score was Control Environment ($\bar{x}$ = 4.12), followed by Monitoring Activities ($\bar{x}$ =3.95). Information and Communication ($\bar{x}$ = 3.70) received the lowest score. The FISC-G Model provides a strategic and governance-driven framework that strengthens transparency, accountability, and fiscal sustainability in higher education financial management

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1. INTRODUCTION

Internal control is a vital mechanism in public sector management, aiming to ensure that an organization operates efficiently, transparently, and achieves its defined objectives, which cover operational effectiveness, financial reporting reliability, and compliance with laws and regulations (COSO, 2013). Particularly in public higher education institutions, which are characterized by diverse budget expenditures and procurement activities, a robust internal control system is essential for effective fiscal governance to prevent errors, waste, and corruption. The COSO (Committee of Sponsoring Organizations of the Treadway Commission) Framework is internationally recognized as the blueprint for internal control systems, encompassing five main integrated components: (1) Control Environment, (2) Risk Assessment, (3) Control Activities, (4) Information and Communication**,** and (5**)** Monitoring Activities**.** Each component plays a systemic, interconnected role in managing risk and enhancing the organization's operational efficiency, auditability, and public accountability. In Thailand, the Ministry of Finance established the Criteria and Standards for Internal Control for State Agencies B.E. 2561 (2018), which mandate that all government entities, including higher education institutions, adhere to the same standards, emphasizing continuous self-assessment and reporting of internal control results. Nevertheless, reports from the Office of

the Auditor General of Thailand (OAG) and internal audit units of several universities reveal persistent issues in financial, accounting, and procurement management. These problems include delays in disbursements, incomplete accounting records, fragmented information systems, and a lack of systematic risk monitoring and assessment, all of which negatively impact the organization's fiscal efficiency and transparency. Applying the COSO Framework to internal control systems in Thai higher education remains a challenge due to the unique characteristics of university finance and procurement operations, which differ from general government agencies in terms of administrative structure, budgetary flexibility, and the nature of academic-related procurement. Most previous research has primarily focused on measuring the level of compliance with internal control standards, lacking a systemic analysis of the "linking mechanism" between the COSO components and the outcomes of efficiency, transparency, and fiscal sustainability in higher education institutions. This gap represents a significant knowledge void that necessitates further study within the specific context of Rajabhat universities.

Furthermore, the management of finance and procurement in the digital-era university faces contemporary risks, such as siloed information systems, complex disbursement regulations, and limitations concerning personnel who often have multiple responsibilities**.** Therefore, developing an Internal Control Model that integrates the COSO framework with the Ministry of Finance standards is a critical approach that will enable the university to design a management system that is efficient, transparent, and addresses long-term fiscal sustainability. This model can also serve as a tangible prototype for other higher education institutions within the Rajabhat University network.

Sisaket Rajabhat University, as a public higher education institution with extensive budgetary responsibilities across project and activity levels, must develop its internal control system for finance and procurement to be rigorous, modern, and auditable. This aligns with the concept of Good University Governance, which emphasizes transparency, accountability, and fiscal sustainability**.** However, most prior studies on internal control in higher education institutions have focused on "evaluation" rather than the "development of practically applicable models or improvement guidelines" for internal control systems. The application of the COSO framework at the university level still faces limitations in integrating it with Ministry of Finance standards and translating evaluation results into concrete systemic improvements. Therefore, this research is dedicated to creating a finance and procurement internal control model suitable for the context of Sisaket Rajabhat University, by referencing the COSO framework and Ministry of Finance criteria, to develop a fiscal management approach that is transparent, auditable, and sustainable. This effort will systematically and continuously elevate financial governance in Thai higher education institutions.

2. RESEARCH OBJECTIVES

The objectives of this research are as follows:

1. To assess the efficiency of the internal control system for finance and procurement operations at Sisaket Rajabhat University based on the five components of the COSO framework: Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring Activities. 2. To analyze the key factors, strengths**,** weaknesses, and systemic problems of internal control in finance and procurement that influence the university's operational efficiency, transparency, and fiscal sustainability. 3. To develop and propose an appropriate internal control model for finance and procurement within the context of Sisaket Rajabhat University, integrating the COSO concept to serve as a guideline for fiscal management characterized by good governance, transparency, and sustainability.

This research focused on the internal control system for finance and procurement operations at Sisaket Rajabhat University based on the COSO Framework (Committee of Sponsoring Organizations of the Treadway Commission). This framework comprises five core components: Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring Activities.

The study aimed to evaluate the operational level of each component, analyze the factors, strengths, weaknesses, and systemic problems within the internal control system, and subsequently develop a model (Model Development) to enhance the transparency, accountability, and fiscal sustainability of Sisaket Rajabhat University.

Population Consisted of officers and personnel involved in the finance and procurement functions of Sisaket Rajabhat University**.** Sample Included 18 officers from the finance and procurement sector, specifically: the Head of Finance, finance officers, the Head of Procurement, and procurement officers. The sampling method used was purposive sampling, as these individuals have direct duties and responsibilities related to the university's internal control system.

Scope of Area

The research was conducted within the departments related to finance and procurement functions of Sisaket Rajabhat University, Sisaket Province**.**

Scope of Time

Data collection and research operations were conducted between June 2025 and September 2025. The operation was divided into three phases.

Phase 1 Quantitative Research Collection of quantitative data using a questionnaire based on the COSO Framework. Phase 2 Qualitative Research In-depth interviews with executives and relevant officers. Phase 3 Synthesis and Model Development

Synthesis of data, focus group discussions, and validation of the model's appropriateness by experts in public sector accounting, internal audit, and corporate governance.

3. CONCEPTUAL FRAMEWORK

This conceptual framework illustrates that the development of an internal control model for finance and procurement under the COSO framework can serve as a key mechanism for promoting governance and fiscal sustainability in a higher education institution. This is achieved by integrating three core dimensions of knowledge: the COSO Framework, Good Governance, and Fiscal Sustainability. This integration ensures that financial management is stable, transparent, and continuously auditable. The framework is depicted in Figure 1.

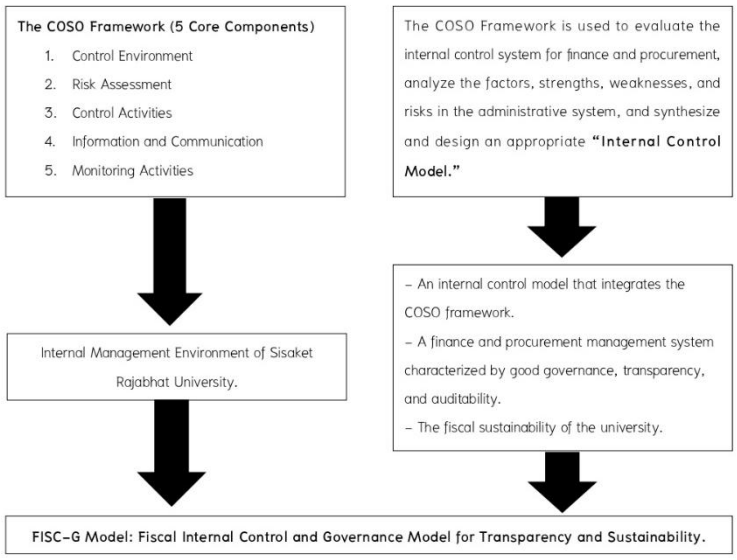

Figure 1: Conceptual Framework for the Research on the Internal Control Model of Finance and Procurement of Sisaket Rajabhat University Under the COSO Concept Framework for Fiscal Transparency and Sustainability.

4. RESEARCH METHODOLOGY

This research employed a mixed-methods research approach**,** utilizing an explanatory sequential design**.** This design involved collecting quantitative data in Phase 1 and qualitative data in Phase 2 The results from both parts were then synthesized to develop the final model in Phase 3 The primary objective was to develop an internal control model for finance and procurement aligned with the COSO Framework (Committee of Sponsoring Organizations of the Treadway Commission), aimed at strengthening transparency, accountability, and fiscal sustainability at Sisaket Rajabhat University.

Phase 1 Quantitative Research This phase involved collecting quantitative data using a questionnaire. The questionnaire was constructed based on the five core components of the COSO Framework: Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring Activities**.** The sample consisted of personnel working in the finance and procurement functions of Sisaket Rajabhat University, specifically the Head of Finance, finance officers, the Head of Procurement, and procurement officers. The total sample size was 18 individuals. Purposive sampling was used to select the sample, as this group of personnel holds direct roles in the operation and supervision of the internal control system.

Research Instrument

The questionnaire was divided into two parts: Part 1 collected general information of the respondents, such as gender, age, education level, position, and duration of employment. Part 2 evaluated the level of internal control based on the COSO framework components, using a 5-point Likert scale**,** ranging from 5= Highest to 1= Lowest. The instrument underwent validation for content validity by three experts. Its reliability was tested using Cronbach's alpha coefficient, yielding a reliability value of 0.91, which is considered high. Data obtained from the questionnaire were analyzed using descriptive statistics**,** including frequency, percentage, mean, and standard deviation**,** to describe the level of internal control for each component and the overall internal control system of the university.

Phase 1 Qualitative Research

This phase focused on studying the factors, strengths, weaknesses, and systemic problems of internal control. Data collection employed in-depth interviews with a total of **7** individuals, including executives, heads of finance and procurement, operational officers, and internal auditors. The instrument used was a semi-structured interview guide**,** developed based on the research objectives and the five components of the COSO framework. The qualitative data obtained from the interviews were transcribed and verified for accuracy through a member check with the informants. The data were then subjected to

content analysis by categorizing the information according to the COSO components to synthesize key issues concerning strengths, weaknesses, opportunities, and development guidelines for each area.

Phase 2 Model Synthesis and Development

This phase involved integrating the research findings from Phase 1 and Phase 2 to design and develop the internal control model for finance and procurement. The process utilized a focus group discussion**,** which included a total of 5 experts in public sector accounting, internal auditing, and organizational management. The synthesis of the findings led to the development of a model named the FISC-G Model (Fiscal Internal Control and Governance Model for Transparency and Sustainability). This model is an internal control framework. The quality of the model was validated across three aspects: (1) Content Validity: Assessed by experts, the model achieved an average Index of Item-Objective Congruence (IOC) score of 0.92 (2) Contextual Appropriateness: The model was evaluated for its consistency with the actual conditions of the university. (3) Feasibility: Based on scenario simulation and piloting, the model was found to have a 91% possibility of practical implementation.

5. RESEARCH RESULTS

The research on the Internal Control Model of Finance and Procurement of Sisaket Rajabhat University Under the COSO Concept Framework for Fiscal Transparency and Sustainability was conducted in three phases using a Mixed Methods Research approach to achieve comprehensive quantitative and qualitative findings. The operational results for each research objective are summarized as follows.

Objective 1: Evaluation of the Internal Control Level

Objective To assess the level of internal control in the finance and procurement operations of Sisaket Rajabhat University under the COSO Framework. Respondent Demographic Data. The sample group consisted of 18 respondents, comprising the Head of Finance, finance officers, the Head of Procurement, and procurement officers., the Head of Procurement, and procurement officers. Key demographic findings were: Gender: The majority were female (77.8%). Age: Most respondents were between 41–45 years old (38.9%). Education Level: The highest levels of education attained were a Bachelor's degree (77.8%) and a Master's degree (22.2%). Years of Service: The largest group reported having worked for more than 12 years (44.4%). Primary Position: The main position held was Financial and Accounting Officer (55.6%). Department: The majority were situated in the Finance Division (72.2%).

Table 1 Evaluation of Internal Control Level (Based on COSO Framework)

COSO Component	Mean ($\bar{x}$)	Standard Deviation (S.D.)	Evaluation Level
1. Control Environment	4.12	0.58	High
2. Risk Assessment	3.85	0.72	Moderate
3. Control Activities	3.90	0.60	High
4. Information & Communication	3.70	0.65	Moderate
5. Monitoring Activities	3.95	0.55	High

Based on the findings presented in Table 1, the overall level of internal control was rated as "High" (($\bar{x}$3.90). The component with the highest mean score was the Control Environment ($\bar{x}$=4.12) followed by Monitoring Activities

($\bar{x}$=3.95). Conversely, the component with the lowest mean score was Information and Communication ($\bar{x}$=3.70). However, limitations were observed in the information systems and in the proactive, systematic nature of risk management.

Objective 2: Analysis of Factors, Strengths, Weaknesses, and Systemic In-depth interviews were conducted with a total of **7** individuals, including executives, the Head of Finance, the Head of Procurement, operational officers, and internal auditors., 1. Factors Affecting the Efficiency of the Internal Control **System.** The main factors influencing the efficiency of the internal control system for finance and procurement include:

(1) Leadership and Governance**:** Senior executives play a crucial role in setting policies, organizational values, and operational guidelines for finance and procurement, ensuring alignment with good governance principles. (2) Personnel Competency: Finance and procurement officers have a good understanding of government regulations and internal control. (3) Organizational Structure and Process: The disbursement and procurement processes are systematic, but the organizational structure lacks flexibility for cross-departmental verification. (4) Information Technology (IT): The finance and procurement systems still operate in isolation (fragmented systems), which delays data communication and reporting of results.

Strong Control Environment: Executives are highly committed to fostering an organizational culture rooted in integrity, transparency, and accountability. **Consistent Internal Audit and Oversight:** Internal audits are conducted regularly on an

annual basis, and results are reported promptly to senior management. **Collaboration Culture between Finance and Procurement:** Personnel demonstrate strong unity and effective coordination. **Reactive Risk Assessment:** Risk assessment is predominantly performed reactively, often taking place after incidents or problems have occurred, indicating a lack of a **proactive risk management** system. **Disintegrated Information System:** The disbursement and procurement systems operate using separate software applications, leading to a lack of data linkage between departments and subsequently causing delays in reporting results. **Process and Document Redundancy:** Multiple layers of approval and verification lead to increased document workload and reduce administrative agility. **Limited Internal Communication:** The transmission of information between units still relies on traditional channels, such as official hardcopy documents or verbal communication, which can lead to inconsistencies and errors in operations. **Strategic Misalignment:** The internal control system has not been concretely integrated with the strategic goals of the university. The lack of a **central database** and digital tools for risk monitoring prevents policy decisions from fully utilizing empirical data.

Objective 3: Development and Proposal of the Internal Control Model (FISC-G Model)

The development of the FISC-G Model adopted a synthesis and model development research approach, executed through the following steps: (1) Data Integration (Joint Analysis of Quantitative and Qualitative Data): The (2) Focus Group Discussion: A meeting was held with **5** experts, including academics in public sector accounting, internal auditors, governance specialists, and university executives. (3) Model Design: The model was designed in an integrated manner, utilizing the COSO Framework as the main structure. Layer 1: COSO Framework Layer: This is the fundamental structure of internal control, comprising the five core components: 1. Control Environment, 2. Risk Assessment**,** 3. Control Activities, 4. Information and Communication, and 5. Monitoring Activities. Layer 2: Governance Layer: This Layer 2: Governance Layer: This layer emphasizes management under the principles of good governance, including**:** 1. Transparency, 2. Accountability, 3. Participation, and 4. Auditability. Layer 3: Transparency and Accountability Layer: This layer creates mechanisms for the public disclosure of finance and procurement data, such as: reporting budget expenditures via a dashboard**,** publicizing internal audit results, and creating risk reports in digital format. Layer 4: Sustainability Layer: This layer focuses on achieving long-term fiscal stability by integrating the internal control system with the university's strategic plan and ensuring the most effective utilization of resources. This aligns with the concepts of the Sufficiency Economy Philosophy and the Sustainable Development Goals (SDGs). The model shows a 91% feasibility for real-world implementation. (1) Content Validity**:** The model was found to be consistent with the COSO concept and the context of the Rajabhat university. (2) Contextual Appropriateness: Experts agreed that the model is suitable for application within the university's finance and procurement administration system, particularly its link to the governance policy and the university council's strategy. (3) Feasibility: The model received an average score of 4.68 (out of 5) and demonstrated a 91% possibility of practical implementation.

The application guidelines are as follows: (1) Annual Internal Control Plan: Use (2) Central Database Development**:** Develop a central financial-procurement database to link information across departments. (3) Real-Time Monitoring**:** Establish a real-time monitoring system to track and report budget expenditures. (4) Governance Committee: Establish a Risk Management and Governance Oversight Committee to serve as a continuous internal audit mechanism. (5) Personnel Development**:** Promote the development of personnel capacity in the COSO Framework and digital technology to support internal control in the digital era. It is a model that comprehensively integrates the COSO Framework with the mechanisms of governance, transparency, accountability, and sustainability**.** Furthermore, the model can be applied as a prototype for other Rajabhat University networks and public sector agencies seeking to elevate their internal control systems, following the COSO Framework approach, toward standardized and sustainable management. The university has an effective internal control system and operates in accordance with principles of good governance. Monitoring Activities also received a high mean score ($\bar{x}$ =3.95), indicating effective internal audit and follow-up processes. The weaknesses of the system involve a risk assessment process that is not yet proactive or systematic, the absence of a centralized database**,** and redundant approval procedures that create operational inefficiencies. (1) Governance Layer**:** Governance mechanisms emphasizing transparency, accountability, and stakeholder participation. (2) Transparency and Accountability Layer: Systems for real-time information disclosure and performance monitoring. (3) Sustainability Layer**:** Linking internal control

6. DISCUSSION

In assessing the level of internal control in the finance and procurement functions of Sisaket Rajabhat University based on the COSO Framework, the findings indicated that the overall level of internal control was rated as high ($\bar{x}$ =3.90). This aligns with COSO (2013), which emphasizes that the Control Environment forms the foundation for all other components of internal control. This finding is consistent with the findings of Sofyani (2023) and Channuwong et al. (2025) who reported that many higher education institutions in Southeast Asia lack integrated information systems to support internal control, resulting in fragmented communication and limited real-time verification capabilities. The results of this study align with their recommendations, as Sisaket Rajabhat University demonstrates a strong ethical environment but still needs to enhance its information technology (IT) infrastructure to support transparent and efficient communication. This aligns with principles of public governance, emphasizing that transparency and accountability are central to good administration (OECD, 2017). The weaknesses of the university's internal control system lie in its reactive rather than proactive approach to risk assessment, as well as the lack of a centralized database connecting the finance and procurement units. Similar issues were identified by

Ujkani and Berisha (2019), who found that major problems in public sector internal control systems often stem from discontinuous risk assessments and the absence of adequate communication between units, ultimately hindering the effectiveness of internal control processes at a systemic level. This problem is consistent with the World Bank (2018), which noted that many developing countries, including Thailand, experience challenges in financial data management due to fragmented information systems. If information systems were integrated with risk assessment processes, the internal control system could operate more effectively, be more transparent, and respond more rapidly to changing conditions. This aligns with the finding of Channuwong (2014) and the COSO Enterprise Risk Management Framework (2017) which states that effective internal control must be integrated with strategic risk management to generate sustainable value for the organization. The weaknesses of the university's internal control system lie in its reactive rather than proactive approach to risk assessment, as well as the absence of a centralized database that integrates financial and procurement information.

This suggests that the university has an effective internal control system and operates in accordance with the COSO Framework. In particular, the **Control Environment** component received the highest mean score ($\bar{x}$ = 4.12), reflecting the strong sense of responsibility, ethical conduct, and commitment demonstrated by executives and staff. This aligns with COSO (2013), which emphasizes that the control environment forms the foundation for all other components of internal control. As noted by the Committee of Sponsoring Organizations of the Treadway Commission (2013), *"The control environment is the foundation for all other components of internal control,"* meaning that strong leadership and an ethical organizational culture are essential to building an effective internal control system. However, the study also found that the **Information and Communication** component had the lowest mean score ($\bar{x}$ = 3.70), indicating limitations in information dissemination and system integration between the finance and procurement units. This finding is consistent with Sofyani (2023) and Damrongsiri et al. (2022), who reported that many higher education institutions in Southeast Asia lack integrated information systems to support internal control, resulting in fragmented communication and limited real-time verification capabilities.

In addition, the work of Kang and Kim (2020) supports the present findings by showing that public sector organizations with limited information systems often face challenges in reporting and risk assessment, thereby reducing their capacity to ensure transparency and effective internal auditing. From another perspective, Vovchenko et al. (2017) argue that achieving sustainability in internal control systems within the public sector requires both *systemic structural mechanisms* and *cultural frameworks,* particularly those that strengthen personnel's confidence in ethical values. The results of this study align with their recommendations, as Sisaket Rajabhat University demonstrates a strong ethical environment but still needs to enhance its information technology infrastructure to support transparent and efficient communication. In summary, the internal control system of Sisaket Rajabhat University shows substantial strengths in terms of its *people* and *organizational culture*, which are core foundations of the COSO Framework. Nonetheless, there remain opportunities for improvement in the areas of technology and communication systems. Strengthening these components will elevate financial and procurement management practices to meet international standards and advance toward sustainable public sector development.

The internal control system for finance and procurement at Sisaket Rajabhat University demonstrates key strengths, particularly in its organizational culture, which promotes ethical behavior, responsibility, and transparency in operations. Personnel exhibit a strong awareness of their duties and a commitment to public-sector ethical standards. This aligns with principles of public governance emphasizing that transparency and accountability are central to good administration (OECD, 2017). These characteristics are also consistent with the findings of Afiah (2015), who reported that public organizations with strong governance structures tend to achieve higher-quality financial reporting and more transparent budgetary decision-making. However, the weaknesses of the university's internal control system lie in its reactive rather than proactive approach to risk assessment, as well as the lack of a centralized database connecting the finance and procurement units. Similar issues were identified by Ujkani and Berisha (2019), who found that major problems in public sector internal control systems often stem from discontinuous risk assessments and the absence of adequate communication between units—ultimately hindering the effectiveness of internal control processes at a systemic level.

Furthermore, Chanchaochai (2020) revealed that although many public agencies in Thailand prepare annual internal control reports, risk assessment often remains merely a "reporting activity" rather than being utilized as a strategic decision-making tool. This corresponds directly with the findings of the present study, which indicate that risk management at Sisaket Rajabhat University has not yet been fully integrated into strategic planning. The study also found limitations in the university's information and communication systems, which lack full integration. This problem is consistent with the World Bank (2018), which noted that many developing countries, including Thailand, experience challenges in financial data management due to fragmented information systems. Such fragmentation impedes transparency and reduces the capacity to monitor financial activities in real time. Overall, the key factors influencing fiscal sustainability include risk management structures and interconnected information systems across departments. If information systems were integrated with risk assessment processes, the internal control system could operate more effectively, be more transparent, and respond more rapidly to changing conditions. This aligns with the COSO Enterprise Risk Management Framework (2017), which states that effective internal control must be integrated with strategic risk management to generate sustainable value for the organization. Therefore, the findings of this study illustrate that while Sisaket Rajabhat University possesses a strong ethical foundation and a governance-oriented organizational culture, it must urgently enhance its system structure, particularly by establishing a centralized database, integrating information systems, and implementing comprehensive risk management. These improvements are essential for advancing the university's internal control system toward true transparency and long-term

fiscal sustainability.

The internal control system for finance and procurement at Sisaket Rajabhat University possesses significant strengths, particularly in its organizational culture that promotes ethical conduct, responsibility, and transparency in operations. Personnel demonstrate strong awareness of their roles and adhere to the ethical standards expected of public officials. This aligns with public governance principles, which emphasize that transparency and accountability are core elements of good administration (OECD, 2017). Such characteristics are consistent with the findings of Afiah (2015) and Bangbon et al. (2023), who examined the relationship between internal control implementation and good governance and found that public organizations with strong governance structures tend to achieve higher-quality financial reporting and more transparent budgetary decision-making. However, the university's internal control system also exhibits weaknesses, especially in its reactive approach to risk assessment and the absence of a centralized database that integrates financial and procurement information. These limitations are in line with the findings of Ujkani and Berisha (2019), who reported that major challenges in internal control systems within public sector entities in Kosovo relate to inconsistent risk assessment processes and insufficient communication between departments, ultimately reducing the system's overall effectiveness.

Furthermore, Chanchaochai (2020), in a study of risk management practices in Thai public sector agencies, noted that although many organizations prepare annual internal control plans, risk assessment often remains merely a "reporting activity" rather than being utilized as a tool for strategic planning. This reflects the findings of the present study, which revealed that risk management at Sisaket Rajabhat University has not yet been fully applied as a strategic instrument. Additionally, the study identified limitations in information and communication systems, which are not sufficiently integrated. This is consistent with the World Bank (2018), which highlighted that many developing countries, including Thailand, continue to face challenges in managing financial information due to fragmented systems, resulting in reduced transparency and limited capacity for real-time budget monitoring. Overall, the key factor influencing long-term fiscal sustainability is the "structure of risk management and interconnected information systems across departments." If information systems are integrated with a comprehensive risk assessment process, the internal control system would operate more efficiently, enhance transparency, and respond more effectively to changing circumstances. This aligns with the COSO Enterprise Risk Management Framework (2017) and Channuwong et al. (2022) which emphasizes that effective internal control must be integrated with strategic risk management to create sustainable value for the organization. Therefore, the findings of this study demonstrate that while Sisaket Rajabhat University has a strong ethical foundation and governance-oriented culture, it must accelerate efforts to strengthen its system structure, particularly through the development of a centralized database, integration of information systems, and implementation of comprehensive risk management. These improvements are essential for advancing the internal control system toward greater transparency and long-term fiscal sustainability..

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