

STAIKAP Financial Risk Management in Implementing Financial Centralization of the Madrasah Islamiyah Foundation (YMI)

DOCUMENT ANALYSIS

Aspect/Component	Indicator	Question	Description
Financial Papers and Rules	Allocation of funds	1. How are funds allocated from YMI to STAIKAP (e.g., formulas, budget categories)?	1. The allocation of funds from YMI to STAIKAP follows a structured process that may involve various factors, formulas, and budget categories. While the specific allocation methodology may vary depending on organizational policies, priorities, and funding sources, some common approaches to fund allocation from YMI to STAIKAP may include: a. Formula-Based Allocation YMI may allocate funds to STAIKAP based on predetermined formulas or criteria, such as student enrollment numbers, programmatic needs, or specific funding agreements. For example, YMI may allocate a certain amount per student enrolled at STAIKAP or allocate funds based on the number of programs or services provided by STAIKAP b. Needs-Based Allocation YMI may assess STAIKAP's financial needs and allocate funds accordingly to support priority areas or initiatives. This needs-based approach may involve evaluating STAIKAP's budget requests, identifying areas of financial shortfall or strategic importance, and allocating funds to address these needs effectively c. Budget Categories YMI may allocate funds to STAIKAP within specific budget categories or line items to ensure transparency, accountability, and compliance with funding requirements. These budget categories may include personnel costs, facilities maintenance, programmatic expenses, administrative overhead, and any other designated expenditures outlined in YMI's budget allocation framework

		d. Performance-Based Allocation YMI may tie fund allocation to STAIKAP's performance against predetermined metrics, targets, or outcomes. For example, YMI may allocate additional funds to STAIKAP based on its achievement of academic excellence, student retention rates, or programmatic impact, incentivizing performance improvement and accountability e. Strategic Priorities YMI may align fund allocation with its strategic priorities and objectives, directing resources towards areas that support the organization's mission, vision, and long-term goals. This strategic approach to fund allocation ensures that resources are invested in initiatives that align with YMI's overarching strategic direction and contribute to organizational success The allocation of funds from YMI to STAIKAP involves careful consideration of various factors, including enrolment numbers, financial needs, performance metrics, and strategic priorities. By utilizing structured allocation methodologies and transparent budgeting processes, YMI aims to ensure that funds are allocated equitably, efficiently, and effectively to support STAIKAP's mission and operations within the broader YMI network
Budgeting and forecasting	2. What are the processes for budget development and financial forecasting within STAIKAP?	2. The allocation of funds from YMI to STAIKAP follows a structured process that may involve various factors, formulas, and budget categories. While the specific allocation methodology may vary depending on organizational policies, priorities, and funding sources, some common approaches to fund allocation from YMI to STAIKAP may include: a. Formula-Based Allocation YMI may allocate funds to STAIKAP based on predetermined formulas or criteria, such as student enrollment numbers, programmatic needs, or specific funding agreements. For example, YMI may allocate a certain amount per student enrolled at STAIKAP or allocate funds based on the number of programs or services provided by STAIKAP b. Needs-Based Allocation

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Spending guidelines and restrictions	3. Are there specific limitations on how STAIKAP can spend its allocated funds (e.g., spending categories, approval processes)?	3. Steps involved in budget development and financial forecasting within STAIKAP include: a. Data Collection and Analysis STAIKAP gathers relevant financial data, historical spending patterns, enrollment projections, and other relevant information to inform the budget development and financial forecasting process. This data may be collected from various sources, including financial reports, enrollment records, program evaluations, and stakeholder feedback b. Identification of revenue source STAIKAP identifies and assesses potential revenue sources, including tuition fees, government grants, donations, fundraising initiatives, and other sources of income. Understanding the organization's revenue streams is crucial for projecting future revenue and determining budgetary constraints c. Assessment of Expenditures STAIKAP evaluates its anticipated expenditures, including personnel costs, operating expenses, capital investments, programmatic initiatives, and any other planned expenditures. This assessment involves reviewing past expenditures, identifying cost drivers, and estimating future spending requirements based on organizational needs and priorities d. Budget formulation STAIKAP formulates its annual budget based on the data collected, revenue projections, and expenditure estimates. This process involves allocating resources to various budget categories, prioritizing funding for key programs and initiatives, and ensuring alignment with organizational goals, strategic priorities, and regulatory requirements e. Financial Forecasting STAIKAP utilizes financial forecasting techniques, such as trend analysis, regression analysis, and scenario planning, to predict future financial performance and outcomes. Financial forecasting helps STAIKAP anticipate potential revenue shortfalls, expenditure overruns, and other financial risks, enabling proactive management and decision-making f. Budget review and approval
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		STAIKAP's budget proposal undergoes a review process involving key stakeholders, such as the finance committee, board of directors, and senior management. Feedback is solicited, adjustments may be made based on recommendations, and final approval is obtained before the budget is implemented g. Monitoring and control Once the budget is approved, STAIKAP establishes mechanisms for monitoring financial performance, tracking budget variances, and implementing corrective actions as needed. Regular financial reports, budget reviews, and performance assessments are conducted to ensure adherence to budgetary targets and compliance with financial policies h. Revision and adaptation STAIKAP regularly revisits its budget and financial forecasts to incorporate new information, adjust assumptions, and respond to changing circumstances. This iterative process allows STAIKAP to adapt to evolving financial conditions, address emerging risks, and optimize resource allocation for optimal outcomes
Financial reporting	4. What types of financial reports does STAIKAP produce, and with what frequency are they submitted to YMI?	4. There are typically specific limitations on how STAIKAP can spend its allocated funds, which are often governed by internal policies, external regulations, and funding agreements. These limitations help ensure transparency, accountability, and compliance with financial requirements. Some common limitations on spending allocated funds for STAIKAP may include: a. Budget Categories STAIKAP's allocated funds may be divided into specific budget categories or spending classifications, such as personnel costs, operating expenses, capital investments, programmatic expenditures, and administrative overhead. These categories help allocate resources efficiently and track spending in accordance with organizational priorities and objectives b. Approval Processes STAIKAP may have established approval processes for spending allocated funds, involving various levels of

		review and authorization. For example, expenditures above a certain threshold may require approval from senior management, the finance committee, or the board of directors. This ensures that spending decisions are made in accordance with established policies and procedures c. Compliance requirements STAIKAP must comply with applicable legal, regulatory, and contractual requirements when spending allocated funds. This may include adherence to government regulations, donor restrictions, grant agreements, and funding guidelines. Failure to comply with these requirements can result in financial penalties, reputational damage, or loss of funding d. Purpose restrictions Allocated funds may be restricted for specific purposes or activities outlined in the budget or funding agreements. STAIKAP must use these funds solely for their intended purposes and cannot reallocate them without proper authorization. For example, funds designated for a particular program or project must be spent in accordance with the program's objectives and guidelines e. Documentation and reporting STAIKAP is typically required to maintain accurate documentation of all expenditures and provide regular financial reports to stakeholders, including funders, auditors, and governing bodies. This ensures transparency, accountability, and visibility into how allocated funds are being spent and whether they are achieving desired outcomes f. Internal Controls STAIKAP may implement internal controls, such as segregation of duties, expenditure review processes, and financial oversight mechanisms, to prevent fraud, errors, or misuse of allocated funds. These controls help safeguard assets, mitigate financial risks, and ensure the integrity of financial operations g. Audit and review
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			STAIKAP may undergo periodic audits or reviews of its financial management practices, including spending of allocated funds, to assess compliance with policies, regulations, and best practices. External auditors or internal audit teams may evaluate spending activities, identify areas for improvement, and provide recommendations for strengthening financial controls and processes
Procedures and Internal Controls	Procurement procedures	5. How are goods and services procured by STAIKAP? Are there specific regulations or approval processes?	5. The procurement of goods and services by STAIKAP typically follows established procedures and guidelines to ensure transparency, fairness, and efficiency in the purchasing process. While the specific regulations and approval processes may vary depending on organizational policies, funding sources, and legal requirements, some common practices for procurement at STAIKAP include: a. Procurement policies and procedures STAIKAP likely has procurement policies and procedures in place that outline the steps and requirements for purchasing goods and services. These policies may be guided by internal guidelines, industry best practices, and applicable laws and regulations governing procurement processes b. Vendor selection STAIKAP may engage in a vendor selection process to identify and evaluate potential suppliers or service providers. This process may involve issuing requests for proposals (RFPs), requests for quotations (RFQs), or invitations to bid (ITBs) to solicit competitive bids from qualified vendors c. Evaluation and award Once bids or proposals are received, STAIKAP evaluates the submissions based on criteria such as price, quality, delivery time, and vendor qualifications. The evaluation process may involve a review committee or procurement team responsible for assessing bids and selecting the most suitable vendor(s) for award d. Contract negotiation

			After vendor selection, STAIKAP may engage in contract negotiations with the chosen supplier(s) to finalize terms, conditions, pricing, and delivery schedules. Contract negotiations ensure that both parties understand their rights and obligations and mitigate risks associated with the procurement transaction e. Approval processes Procurement transactions may be subject to approval processes at various levels within STAIKAP, depending on the value and nature of the purchase. For example, significant purchases or contracts may require approval from senior management, the finance committee, or the board of directors to ensure compliance with budgetary constraints and organizational policies f. Regulatory Compliance STAIKAP must adhere to applicable laws, regulations, and funding requirements when procuring goods and services. This may include compliance with government procurement regulations, donor restrictions, grant agreements, and funding guidelines that dictate how funds can be spent and how procurement processes should be conducted g. Documentation and record-keeping STAIKAP maintains comprehensive documentation and records of procurement activities, including bid documents, contracts, purchase orders, invoices, and payment records. Proper documentation ensures transparency, accountability, and auditability of the procurement process and facilitates compliance with regulatory requirements h. Internal controls and oversight STAIKAP implements internal controls and oversight mechanisms to safeguard against fraud, corruption, or conflicts of interest in the procurement process. These controls may include segregation of duties, expenditure review procedures, and financial oversight mechanisms to ensure integrity and fairness in procurement transactions
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	Internal control mechanisms	6. What internal controls are in place to ensure the accuracy and integrity of financial data within STAIKAP?	6. To ensure the accuracy and integrity of financial data within STAIKAP, several internal controls are typically implemented. These controls are designed to mitigate the risk of errors, fraud, and misstatements in financial reporting and to promote transparency, accountability, and compliance with regulatory requirements. Some common internal controls in place at STAIKAP include: a. Segregation of duties STAIKAP separates key financial duties among different individuals or departments to prevent any single person from having control over an entire financial transaction process. For example, the individual responsible for approving transactions should be different from the individual responsible for recording transactions b. Authorization Procedures STAIKAP establishes clear authorization procedures for financial transactions, including purchases, payments, and fund transfers. These procedures ensure that transactions are approved by authorized personnel in accordance with established policies and limits c. Documented policies and procedures STAIKAP maintains documented policies and procedures for financial processes, such as purchasing, accounting, and payroll. These policies serve as guidelines for staff members and provide a framework for consistent and standardized financial operations d. Review and approval processes STAIKAP implements review and approval processes for financial transactions to ensure that they are accurate, valid, and properly authorized. For example, invoices may require review and approval before payment, and journal entries may require review by supervisors or managers e. Physical Controls STAIKAP employs physical controls, such as locks, security cameras, and restricted access areas, to protect physical

		assets and sensitive financial information from unauthorized access, theft, or damage f. Internal audits and reviews STAIKAP conducts internal audits and reviews of its financial operations to assess compliance with policies and procedures, identify control weaknesses or deficiencies, and recommend improvements. These audits help ensure the effectiveness of internal controls and enhance the integrity of financial data g. Segregation of accounting duties STAIKAP segregates accounting duties, such as recording transactions, reconciling accounts, and preparing financial statements, to prevent errors or irregularities. This segregation ensures that no single individual has control over all aspects of the accounting process, reducing the risk of manipulation or fraud h. Training and awareness program STAIKAP provides training and awareness programs to staff members on financial policies, procedures, and controls. These programs help ensure that staff members understand their roles and responsibilities in maintaining the accuracy and integrity of financial data i. Technology controls STAIKAP utilizes technology controls, such as password protection, encryption, and access controls, to safeguard financial data stored in electronic systems. These controls help prevent unauthorized access, data breaches, and cyber threats that could compromise the integrity of financial information
Risk management policies	7. Are there documented policies outlining STAIKAP's approach to identifying, assessing, and mitigating financial risks?	7. Yes, STAIKAP to have documented policies outlining their approach to identifying, assessing, and mitigating financial risks. These policies serve as guidelines for management and staff members and provide a framework for effectively managing and mitigating financial risks. Some key components typically included in such policies encompass: a. Risk identification

		Documented policies outline the process for identifying potential financial risks faced by STAIKAP. This involve conducting risk assessments, reviewing historical data, analyzing market trends, and soliciting input from stakeholders to identify risks that could impact STAIKAP's financial stability and performance b. Risk assessment STAIKAP's policies detail the process for assessing the severity, likelihood, and potential impact of identified financial risks. This assessment involve assigning risk ratings, prioritizing risks based on their significance, and evaluating the adequacy of existing controls to mitigate these risks c. Risk mitigation strategies Documented policies outline the strategies and measures for mitigating identified financial risks. This include implementing controls, developing contingency plans, diversifying revenue sources, establishing reserves, and purchasing insurance to mitigate the impact of adverse events on STAIKAP's financial position d. Roles and responsibilities STAIKAP's policies clarify the roles and responsibilities of key stakeholders in managing financial risks. This includes identifying individuals or committees responsible for overseeing risk management activities, monitoring risk exposures, and implementing risk mitigation measures e. Monitoring and reporting Documented policies establish procedures for monitoring and reporting on financial risks to senior management, the board of directors, and other relevant stakeholders. This includes establishing key risk indicators (KRIs), conducting regular risk assessments, and providing timely reports on the status of identified risks and mitigation efforts f. Compliance and review STAIKAP's policies ensure compliance with regulatory requirements and internal guidelines governing financial risk management. They also establish processes for reviewing and updating risk management policies and procedures to adapt to changing circumstances, emerging risks, and best practices g. Training and awareness
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			Documented policies include provisions for training and awareness programs to educate staff members on financial risk management principles, practices, and procedures. These programs help build a culture of risk awareness and ensure that employees understand their roles in identifying, assessing, and mitigating financial risks
Audit Reports	Frequency and scope of audits	8. How often are internal and external audits conducted? What areas do these audits focus on?	8. Frequency of internal and external audits carried out by STAIKAP every year, especially if the organization receives government funding, grants or donations that require regular audits. Internal Audits a. Frequency: Internal audits are typically conducted on a regular basis, often annually or quarterly, to assess the effectiveness of internal controls, compliance with policies and procedures, and the accuracy of financial reporting b. Focus area: Internal audits focus on various areas, including financial management, procurement processes, internal controls, compliance with regulatory requirements, risk management practices, and operational efficiency. These audits aim to identify weaknesses, gaps, or deficiencies in internal controls and recommend improvements to enhance organizational effectiveness and integrity External Audits a. Frequency: External audits are typically conducted annually by independent audit firms or government agencies to provide an objective assessment of STAIKAP's financial statements, compliance with regulatory requirements, and stewardship of resources b. Focus areas: External audits focus on verifying the accuracy and completeness of financial statements, assessing compliance with applicable accounting standards, laws, and regulations, and evaluating the effectiveness of internal controls. These audits also examine specific areas of concern, such as fraud risks, conflicts of interest, or misuse of funds, to ensure transparency, accountability, and integrity in financial reporting and management
	Identified risks and recommendations	9. What are the most common risks identified in past audits, and what recommendations were made for improvement?	9. Based on past STAIKAP special audit reports, several risks were identified in the audit along with recommendations made for improvement.

		a. Auditors identify weaknesses in internal controls, such as inadequate segregation of duties, a lack of oversight, or ineffective policies and procedures. Recommendations include strengthening controls, implementing segregation of duties, enhancing supervision, and updating policies and procedures to mitigate risks. b. Auditors identify errors or discrepancies in financial reporting, such as inaccuracies in recording transactions, misstatements in financial statements, or failure to comply with accounting standards. Recommendations include improving accounting practices, enhancing reconciliations, and providing additional training to staff members responsible for financial reporting. c. Auditors identify instances of non-compliance with regulatory requirements, grant agreements, or internal policies and procedures. Recommendations include enhancing compliance monitoring, providing training on regulatory requirements, and implementing mechanisms to ensure adherence to policies and regulations. d. Auditors identify irregularities in procurement processes, such as lack of competitive bidding, conflicts of interest, or failure to comply with procurement policies and procedures. Recommendations include enhancing procurement controls, conducting vendor due diligence, and improving documentation and transparency in procurement transactions. e. Auditors identified deficiencies in the governance structure, such as a lack of oversight by the foundation's board, a lack of transparency in the decision-making process, or a failure to establish an effective risk management framework. Recommendations include increasing oversight of foundation administrators, strengthening governance structures, and establishing clear roles and responsibilities for supervisory bodies
Responses to audit findings	10. How does STAIKAP address the findings and recommendations presented in audit reports?	10. STAIKAP typically addresses the findings and recommendations presented in audit reports through a systematic process aimed at improvement, improvement, and accountability. STAIKAP takes the following steps in handling audit findings and recommendations including:

			a. STAIKAP carefully reviews the findings and recommendations presented in audit reports, ensuring a thorough understanding of the issues identified and their potential impact on operations, compliance, and financial management. b. STAIKAP prioritizes audit findings based on their significance, severity, and potential impact on organizational goals, regulatory compliance, and financial integrity. High-risk findings requiring immediate attention are prioritized over lower-risk issues. c. STAIKAP develops an action plan to address each audit finding and recommendation systematically. The action plan outlines specific tasks, responsibilities, timelines, and resources needed to remediate identified deficiencies and implement recommended improvements. d. STAIKAP assigns responsibilities for implementing the action plan to relevant individuals or departments within the organization. Clear accountability ensures that tasks are completed effectively and timely, and that progress is monitored regularly. e. STAIKAP implements the action plan according to the established timelines and milestones. This involves updating policies and procedures, enhancing internal controls, providing staff training, or making process improvements to address audit findings and recommendations. f. STAIKAP monitors progress in implementing the action plan and tracks the completion of remediation activities. Regular follow-up meetings, progress reports, and status updates ensure that tasks are completed as planned and that any obstacles or challenges are addressed promptly. g. STAIKAP communicates with relevant stakeholders, including STAIKAP leadership, STAIKAP Senate, foundation administrators, and foundation supervisors, regarding the progress of remediation efforts as well as the status of audit findings and recommendations. Transparency and open communication build trust and accountability throughout the remediation process.
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			h. STAIKAP verifies the effectiveness of remediation efforts through testing, validation, and follow-up audits. Verification ensures that identified deficiencies have been adequately addressed, controls are operating effectively, and improvements have been implemented as intended i. STAIKAP fosters a culture of continuous improvement by learning from audit findings and recommendations, incorporating lessons learned into future operations, and proactively identifying opportunities to enhance organizational effectiveness, efficiency, and compliance
Meeting Minutes	Frequency and participants	11. How often do meetings take place between STAIKAP and YMI representatives regarding financial matters? Who typically attends these meetings?	11. The frequency of meetings between STAIKAP and YMI representatives regarding financial matters is usually scheduled to facilitate communication, collaboration and decision making regarding financial matters. The frequency of these meetings ranges from monthly to quarterly or as needed, depending on the complexity and urgency of the financial issues that require discussion and resolution. Typically, key stakeholders from both STAIKAP and YMI attend these meetings to ensure comprehensive representation and effective decision-making. The composition of attendees include: a. STAIKAP Representatives • Head of STAIKAP: Responsible for overall leadership and decision-making authority at STAIKAP. • Finance Manager or Treasurer: Oversees financial management activities, budgeting, and financial reporting for STAIKAP. • Accounting Staff: Responsible for maintaining financial records, preparing financial statements, and providing financial data for analysis. • Program Managers: Represent various programs or departments within STAIKAP and provide input on budgetary needs, funding requirements, and financial performance. • Other relevant staff members: Depending on the agenda topics, other staff members with expertise or responsibilities related to financial matters may also attend the meetings.

			b. YMI Representatives • YMI Treasurer: Provides oversight and guidance on financial matters related to STAIKAP and ensures alignment with YMI's financial policies and objectives. • Finance Committee Members: Represent YMI's finance committee and provide input, review financial reports, and make recommendations on financial decisions affecting STAIKAP. • Other relevant YMI staff: Depending on the agenda topics and areas of collaboration, other YMI staff members with expertise in finance, accounting, or program management may also attend the meetings
	Topics of discussion	12. What are the key topics discussed during meetings between these entities regarding financial issues?	12. During meetings between STAIKAP and YMI representatives regarding financial issues, several key topics may be discussed to ensure effective communication, collaboration, and decision-making. These topics include: a. Discussions on the development, review, and approval of STAIKAP's annual budget, including revenue projections, expenditure allocations, and funding requirements. b. Review of financial reports, including income statements, balance sheets, cash flow statements, and other financial performance indicators to assess STAIKAP's financial health, liquidity, and solvency. c. Discussions on funding sources, resource allocation decisions, and strategies to optimize funding streams, secure additional funding sources, and address budgetary constraints or funding gaps. d. Discussions on funding allocations for specific programs or initiatives, monitoring program performance, and evaluating the financial impact of programmatic activities on STAIKAP's overall financial health and sustainability
	Decision-making processes	13. How are decisions made regarding budget allocations, resource requests, or other financial matters discussed in meetings?	13. Decisions regarding budget allocations, resource requests, or other financial matters discussed in meetings between STAIKAP and YMI representatives are typically made through a collaborative and deliberative process, involving input from key stakeholders, analysis of financial data, and consideration of organizational

			priorities and objectives. The decision-making process includes the following steps: - information gathering - Analysis and evaluation - Stakeholder input - Discussion and debate - Consensus building - Decision-making authority - Documentation and communication - Follow-up and monitoring
Decision-making methods for Resource allocation	Priorities	14. How are priorities established for resource allocation within YMI, encompassing all institutions under its foundation?	14. Establishing priorities for resource allocation within YMI, encompassing all institutions under its foundation, involves a comprehensive and strategic approach that considers the overarching goals, objectives, and needs of the organization as well as the specific requirements and priorities of individual institutions. The process of priority setting typically includes the following steps: Strategic Planning: YMI engages in strategic planning processes to define its mission, vision, values, and strategic objectives. These strategic priorities serve as a guiding framework for resource allocation decisions across all institutions under the foundation. Needs Assessment: YMI conducts comprehensive needs assessments to identify the specific requirements, challenges, and opportunities facing each institution within its foundation. This involves gathering input from stakeholders, conducting surveys, analyzing data, and assessing the socio-economic context in which the institutions operate. Alignment with Mission and Goals: YMI ensures that resource allocation decisions are aligned with its mission, goals, and strategic priorities. This involves assessing how proposed initiatives or investments contribute to advancing YMI's overall mission and objectives. Risk Assessment: YMI evaluates the risks and uncertainties associated with different resource allocation options, considering factors such as financial viability, impact on stakeholders, regulatory compliance, and external threats. This helps prioritize investments that mitigate risks and enhance organizational resilience.

			e. Performance Evaluation: YMI conducts regular performance evaluations of its institutions to assess their effectiveness, impact, and alignment with organizational goals. This may involve reviewing financial performance, program outcomes, stakeholder feedback, and other performance metrics to inform resource allocation decisions. f. Consultation and Collaboration: YMI engages in consultation and collaboration with stakeholders, including institutional leaders, staff members, donors, partners, and community members, to solicit input, gather feedback, and build consensus on resource allocation priorities. g. Data-Informed Decision Making: YMI relies on data and evidence to inform resource allocation decisions, leveraging quantitative and qualitative data to assess needs, measure impact, and identify areas for investment or improvement. h. Flexibility and Adaptability: YMI maintains flexibility and adaptability in resource allocation processes to respond to changing circumstances, emerging priorities, and unforeseen challenges. This may involve reallocating resources, adjusting budgets, or reprioritizing initiatives as needed to address evolving needs and opportunities. i. Transparency and Accountability: YMI ensures transparency and accountability in resource allocation processes by documenting decisions, communicating rationale, and soliciting feedback from stakeholders. Transparent decision-making builds trust and confidence among stakeholders and promotes accountability for achieving desired outcomes.
	Criteria	15. Are there specific criteria or formulas used to evaluate resource allocation requests from various institutions, including STAIKAP?	15. Some approaches used to evaluate resource allocation requests from various agencies, including STAIKAP, may include: a. Strategic Alignment: Resource allocation decisions are aligned with YMI's mission, vision, and strategic objectives. Institutions' requests are evaluated based on their alignment with YMI's overarching goals and priorities, ensuring that allocated resources support the organization's mission and strategic direction. b. Program Impact and Effectiveness: Requests are assessed based on their potential impact, effectiveness, and outcomes. Institutions are asked to demonstrate how the requested resources will contribute to achieving

		measurable outcomes, advancing programmatic goals, and making a positive impact on beneficiaries and stakeholders. c. Needs Assessment: Institutions conduct needs assessments to identify and prioritize areas of greatest need or opportunity. Requests for resources are based on evidence-based assessments of institutional needs, gaps, and opportunities for improvement, ensuring that resources are allocated where they are most needed and can have the greatest impact. d. Budgetary Considerations: Resource allocation decisions are guided by budgetary considerations, including available funding, budgetary constraints, and financial sustainability. Requests are evaluated in light of YMI's overall budget, funding priorities, and financial capacity, ensuring responsible stewardship of resources and adherence to budgetary constraints. e. Equity and Fairness: Resource allocation decisions strive to be equitable and fair, taking into account the diverse needs and circumstances of institutions within the YMI network. Consideration is given to ensuring that resources are allocated fairly and transparently, without favoritism or discrimination, to support the equitable development and growth of all institutions. f. Performance and Accountability: Institutions' past performance, track record, and accountability are taken into consideration when evaluating resource allocation requests. Institutions are expected to demonstrate responsible stewardship of resources, accountability for outcomes, and compliance with organizational policies and standards. g. Stakeholder Input and Engagement: Input and feedback from stakeholders, including institutional leaders, staff members, beneficiaries, donors, and community members, are solicited and considered in resource allocation decisions. Stakeholder engagement ensures that resource allocation reflects the diverse perspectives, needs, and priorities of stakeholders within the YMI network.
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		h. Strategic Partnerships and Collaboration: Resource allocation decisions may consider opportunities for strategic partnerships, collaboration, and leveraging resources with external partners, donors, or funding agencies. Collaborative approaches to resource allocation help maximize impact, leverage additional funding sources, and foster sustainability.
Process of Decision Making	16. What level of input does STAIKAP have in the decision-making process concerning resource allocation?	16. STAIKAP typically has a significant level of input in the decision-making process concerning resource allocation within YMI. STAIKAP's input is typically sought and valued in several key ways: a. Needs Assessment and Prioritization: STAIKAP plays an active role in conducting needs assessments, identifying priorities, and articulating resource allocation requests based on its institutional needs, challenges, and opportunities. STAIKAP's input helps inform the prioritization of resource allocation decisions within YMI, ensuring that funding and resources are allocated where they are most needed and can have the greatest impact. b. Budget Development and Review: STAIKAP contributes to the development and review of YMI's budget, providing input on budgetary priorities, funding requirements, and resource allocation strategies. STAIKAP's insights and feedback help shape budgetary decisions and ensure that resources are allocated in alignment with institutional goals and objectives. c. Participation in Decision-Making Forums: STAIKAP representatives may participate in decision-making forums, such as board meetings, finance committee meetings, or strategic planning sessions, where resource allocation decisions are discussed, reviewed, and approved. STAIKAP's presence in these forums allows it to advocate for its funding priorities, provide input on strategic decisions, and contribute to the overall governance and direction of YMI. d. Collaborative Planning and Coordination: STAIKAP collaborates with YMI leadership, staff members, and other stakeholders in planning and coordinating resource allocation efforts. Through collaborative processes,

			STAIKAP works with YMI to align its funding requests with organizational goals, leverage resources, and explore opportunities for partnership and collaboration to maximize impact and sustainability. e. Regular Communication and Feedback: YMI maintains open channels of communication with STAIKAP, providing regular updates, feedback, and opportunities for dialogue on resource allocation decisions and funding opportunities. STAIKAP's input, feedback, and concerns are taken into consideration in decision-making processes, fostering transparency, trust, and accountability in resource allocation efforts.
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Note: *put a tick in the appropriate column and Attach documentary evidence.

If there is information that needs to be added, please use the additional sheet

Analyst I,

Minati Maulida

Pekalongan: January 5, 2024

Analyst II,

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