

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

OBSERVATION GUIDELINES

A. Preparation

1. Obtain Permission: Secure formal permission from both STAIKAP and YMI to observe relevant meetings or procedures. Explain the purpose of your observation and assure confidentiality of any sensitive information.
2. Clarify Expectations: Before observing, clarify the specific procedures or meetings you will be observing and the roles of key participants.
3. Prepare Observation Tools: Develop a note-taking format to capture key details like:
 - Date, time, location of observation
 - Names and roles of participants
 - Key topics discussed or procedures observed
 - Non-verbal cues (e.g., body language, expressions)

B. During Observation

1. Maintain Objectivity: Focus on observing actions and interactions without making assumptions or judgments.
2. Minimize Disruption: Dress and behave professionally, taking notes discreetly to avoid disrupting the flow of the meeting or procedure.
3. Focus on Key Aspects: Observe aspects relevant to your research, including:
 - Decision-making: How are financial decisions made and by whom?
 - Information flow: How is financial information communicated between participants?
 - Problem-solving: How are financial challenges addressed and solutions formulated?
 - Collaboration: How do participants from STAIKAP and YMI interact during meetings or procedures?

C. After Observation

1. Review and Organize Notes: Immediately after each observation, review and organize your notes while details are fresh in your mind.
2. Identify Themes and Patterns: Look for recurring themes or patterns in your observations that might indicate broader trends or issues.
3. Maintain Confidentiality: Ensure all notes and observations are stored securely and confidentially, adhering to any ethical agreements made with STAIKAP and YMI.

D. Additional

1. Ask Clarifying Questions: If necessary, seek clarification from relevant individuals after the observation, but only with prior permission and ensuring confidentiality.

2. Be Mindful of Cultural Considerations: Be mindful of any cultural norms or practices that might influence communication or decision-making styles during observations.
3. Maintain Ethical Conduct: Throughout the observation process, uphold the highest ethical standards of respect, confidentiality, and objectivity.

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

OBSERVATION SHEET

Aspect/Component	Indicator	Question	Demonstrated Behaviour
General Observation Questions	Meeting Dynamics	Was the atmosphere collaborative or tense?	Generally, the atmosphere may range from collaborative to occasional tense, depending on the dynamics of the meeting and the specific issues under discussion.
		Who appeared to hold the most authority in the decision-making process?	In the decision-making process regarding resource allocation between STAIKAP and YMI representatives, the level of authority may be distributed among several key stakeholders and may vary depending on the specific context, organizational structure, and governance mechanisms. Certain individuals or entities appear to have greater authority in the decision-making process based on their roles, responsibilities, and influence within the organization. Such as Chairman and Secretary of the Foundation
		Was there balanced participation from all stakeholder's present?	Achieving balanced participation depends on various factors, including the dynamics of the meeting, the level of involvement of each stakeholder, and the inclusiveness of the decision-making process. Usually, the heads of educational units under the foundation are not very active.
	Communication Style	Was communication clear, concise, and respectful?	Clarity, conciseness and respect in communication in resource allocation discussions between STAIKAP and YMI representatives are a must, because YMI is a foundation that operates in the field of Islamic religion.

	Were technical terms explained if necessary?	In resource allocation discussions between STAIKAP and YMI representatives, clear and accessible communication was emphasized for all participants, regardless of their level of expertise or understanding of technical terms. If technical terms are used in the discussion, the discussion leader explains the terms as necessary to ensure understanding among all stakeholders.
	Did participants actively listen and acknowledge each other's perspectives?	Meeting/discussion participants listen actively and acknowledge each other's points of view between STAIKAP and YMI representatives.
Decision-Making Process	Were all relevant factors considered before reaching a decision?	Yes. STAIKAP and YMI representatives, consider all relevant factors before making decisions in resource allocation discussions between STAIKAP and YMI representatives.
	Did the decision-making process seem transparent and fair?	STAIKAP and YMI representatives, ensuring transparency and fairness in the decision-making process for fostering trust, accountability, and legitimacy in resource allocation discussions.
	Were any dissenting opinions voiced, and how were they addressed?	In any decision-making process, it's common for dissenting opinions to arise as stakeholders bring diverse perspectives and priorities to the table. Constructively addressing dissenting opinions is crucial for fostering transparency, inclusivity, and accountability in resource allocation discussions between STAIKAP and YMI representatives. Here's how dissenting opinions may be addressed: Encouragement of Open Dialogue: Participants are encouraged to express dissenting opinions openly and respectfully, creating a culture where diverse viewpoints are valued

			and considered. Facilitators or meeting leaders may explicitly invite dissenting perspectives and provide opportunities for all participants to share their views. b. Active Listening and Validation: When dissenting opinions are voiced, participants engage in active listening and validation, acknowledging the concerns, perspectives, and underlying reasons behind the dissent. They demonstrate respect for dissenting views by refraining from dismissive or judgmental responses and by seeking to understand the rationale behind the dissent. c. Exploration of Reasons and Alternatives: Participants explore the reasons behind dissenting opinions and seek to understand the underlying concerns or considerations. They engage in dialogue to explore alternative options, compromises, or solutions that address the concerns raised by dissenting stakeholders while still advancing organizational goals and priorities. d. Facilitation of Constructive Dialogue: Facilitators or meeting leaders play a key role in facilitating constructive dialogue and negotiation between stakeholders with differing opinions. They ensure that discussions remain focused, respectful, and solution-oriented, helping participants find common ground and reach consensus where possible.
--	--	--	--

		e. Decision-Making Criteria and Justification: Decision-making criteria and justification are transparently communicated to all stakeholders, providing clarity on the factors considered and the rationale behind the final decision. Participants understand how dissenting opinions were taken into account in the decision-making process and why certain options were chosen over others. f. Documentation and Follow-Up: Dissenting opinions and their resolution are documented as part of the decision-making process, ensuring transparency and accountability. Follow-up actions may be identified to address concerns raised by dissenting stakeholders and to monitor the implementation and impact of the decision over time.
Challenges and Opportunities	What were the most significant challenges or concerns discussed during the meeting/procedure?	During resource allocation discussions between STAIKAP and YMI representatives, several significant challenges or concerns may have been discussed. These challenges or concerns could vary depending on the specific context and priorities of the organizations involved
	What potential opportunities for improvement or areas requiring further investigation were identified?	During the meeting or procedure, several significant challenges, concerns, opportunities for improvement, and areas requiring further investigation were discussed. Some of these include: a. Financial Constraints: Concerns regarding limited funding availability or budgetary constraints may have been discussed,

			impacting resource allocation decisions and programmatic initiatives. b. Programmatic Needs: Challenges related to meeting programmatic needs, such as staffing, infrastructure, or curriculum development, may have been identified, highlighting areas requiring additional resources or support. c. Equity and Access: Discussions around ensuring equity and access to resources and opportunities for all stakeholders, particularly marginalized or underserved communities, may have surfaced as a significant concern. d. Risk Management: Challenges related to identifying, assessing, and mitigating financial, operational, or reputational risks may have been discussed, prompting the need for enhanced risk management strategies and protocols. e. Collaboration and Partnerships: Opportunities for strengthening collaboration and partnerships with external stakeholders, including donors, government agencies, NGOs, or community organizations, may have been identified to leverage resources and expertise. f. Data and Evaluation: Concerns regarding the availability, quality, and use of data for decision-making and program evaluation may have been raised, highlighting the importance of enhancing data
--	--	--	--

			collection, analysis, and reporting capabilities. g. Stakeholder Engagement: Opportunities for enhancing stakeholder engagement and participation in decision-making processes may have been identified to ensure that diverse perspectives and priorities are considered. h. Capacity Building: Challenges related to building institutional capacity, staff development, and leadership training may have been discussed, indicating the need for investments in human resources and organizational development initiatives. i. Sustainability: Concerns regarding the long-term sustainability of programs, projects, or initiatives may have been raised, prompting discussions around strategies for ensuring financial stability and continuity. j. Ethical and Legal Compliance: Issues related to compliance with ethical standards, legal regulations, and organizational policies may have been discussed, underscoring the importance of adherence to ethical and legal principles in all activities.
Specific Observation Questions	For Meetings	What types of information were presented, and how detailed were they?	During the meeting or procedure, various types of information have been presented to inform resource allocation decisions between STAIKAP and YMI representatives. The level of detail of the information presented can vary depending on the nature of the discussion, the complexity of the issues

			under consideration, and the needs of the participants. Here are some types of information that have been presented, along with examples of their level of detail: a. Financial Data: Financial data, including budget reports, expenditure summaries, revenue projections, and financial statements, have been presented to provide an overview of the organization's financial health and performance. The level of detail may vary from high-level summaries to detailed breakdowns by program, department, or funding source. b. Programmatic Updates: Updates on programmatic activities, initiatives, and achievements may have been provided to highlight the impact of existing programs and the need for continued investment. The level of detail includes program objectives, activities, outputs, outcomes, and key performance indicators. c. Needs Assessments: Needs assessments, surveys, or studies have been presented to identify gaps, challenges, and opportunities within the organization or the community served. The level of detail may include demographic data, stakeholder feedback, and an analysis of needs and priorities. d. Resource Requests: Requests for additional resources, such as funding, staff, equipment, or infrastructure, have been presented to address identified needs or support new initiatives.
--	--	--	---

			The level of detail includes justification for the resource request, anticipated costs, expected outcomes, and alternatives considered. e. Risk Assessments: Risk assessments or analyses have been presented to identify potential risks, threats, and vulnerabilities facing the organization. The level of detail includes risk identification, assessment of likelihood and impact, mitigation strategies, and risk monitoring and management plans. f. Strategic Plans: Strategic plans, goals, and objectives have been presented to provide context for resource allocation decisions and to ensure alignment with organizational priorities. The level of detail includes long-term goals, action plans, timelines, and performance metrics. g. External Factors: Information on external factors, such as market trends, regulatory changes, donor priorities, or political developments, has been presented to inform strategic decision-making. The level of detail includes an analysis of external influences on the organization and potential implications for resource allocation.
		Were justifications and rationales provided for proposed decisions?	Yes, justifications and rationales are typically provided for proposed decisions in resource allocation discussions between STAIKAP and YMI representatives. These justifications and rationales help stakeholders understand the reasoning behind the proposed decisions and

		ensure transparency, accountability, and informed decision-making.
	Were there opportunities for clarification or feedback from participants?	Yes, in resource allocation discussions between STAIKAP and YMI representatives, opportunities for clarification and feedback from participants are typically provided to ensure that all stakeholders have a comprehensive understanding of the proposals under consideration and can contribute to the decision-making process
	How were disagreements or conflicts handled during the meeting?	Disagreements or conflicts that arise during resource allocation meetings between STAIKAP and YMI representatives are typically handled constructively and respectfully to ensure that discussions remain focused, productive, and conducive to reaching a consensus.
For Procedures	What specific steps were involved in the observed procedure?	The specific steps involved in the observed procedure for resource allocation discussions between STAIKAP and YMI representatives vary depending on the context and the nature of the discussions.
	Were there any delays or bottlenecks in the process?	In any complex decision-making process, delays or bottlenecks can occur due to various factors. These delays or bottlenecks impact the efficiency and effectiveness of resource allocation discussions between STAIKAP and YMI representatives
	How effectively did different departments or personnel collaborate?	The effectiveness of collaboration between different departments or personnel in resource allocation discussions between STAIKAP and YMI representatives varies depending on various factors, including communication channels, leadership support, organizational culture, and individual capacities.

		What documentation or technology was used during the procedure?	During resource allocation discussions between STAIKAP and YMI representatives, various documentation and technology have been used to support the decision-making process and facilitate communication among stakeholders
--	--	---	--

Note: If the columns provided are not enough, you can write additional information here

Pekalongan: December 23, 2023
Observer,

Muhammad Ali Gunawan