



*The Egmont Group  
of Financial Intelligence Units*

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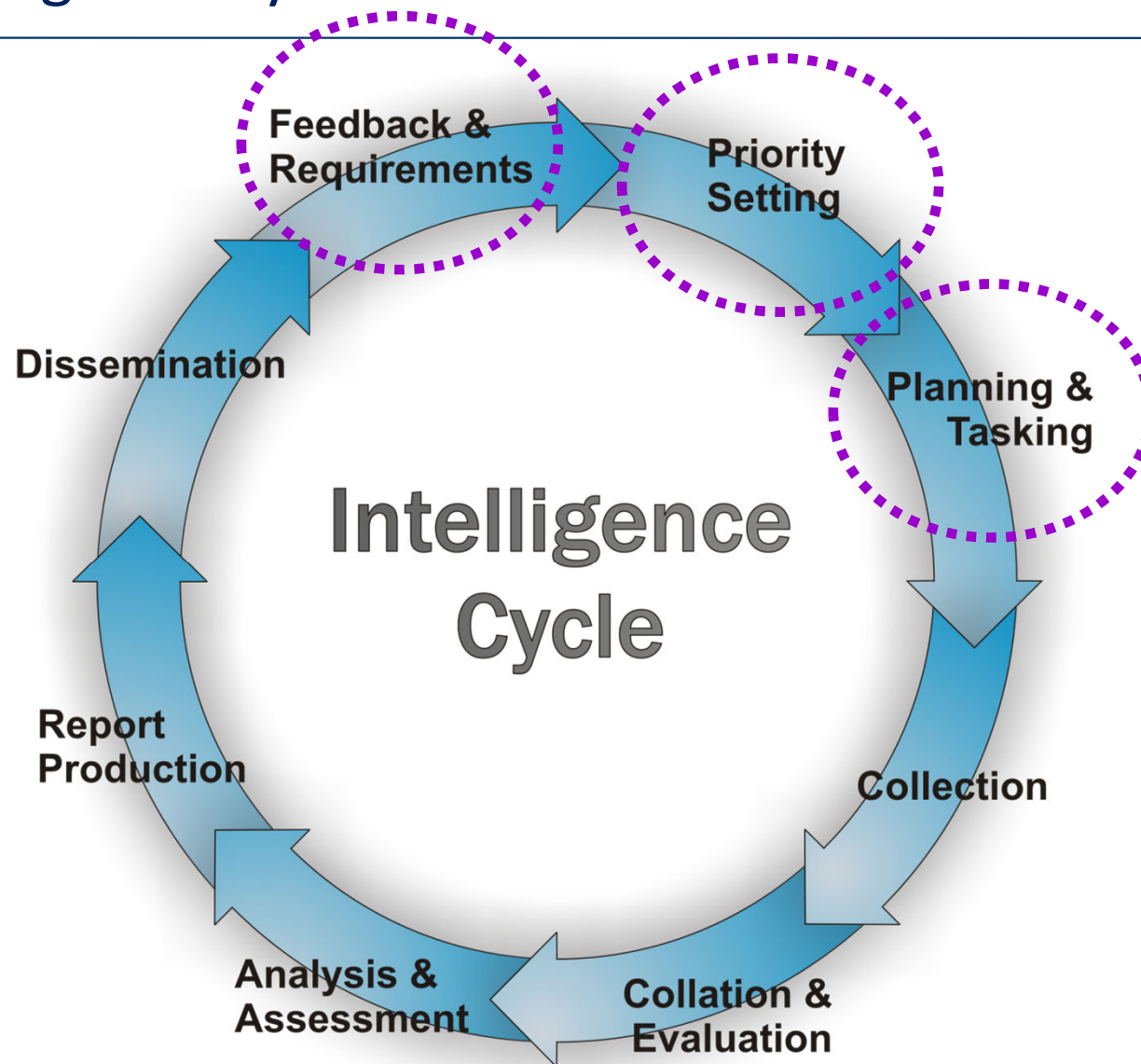
# **Strategic Analysis Course**

## **Session 6**

### **Planning and tasking**

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# The Intelligence Cycle





# Requirements

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- Own agency's and partners'
- General versus specific
- Clearly stated versus ambiguous
- As questions versus answers
- What the analyst/analytical team can/should do
- Managing expectations



## Priority setting

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- Annual process
- Usually with increasing focus
  - Government law enforcement and national security priorities
  - Partner agencies' priorities
  - Own organization's broader priorities
  - Strategic analysis priorities
- Considers not only what is important to accomplish, but what can be accomplished with the available resources

## Planning and tasking

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Planning and tasking involves the management of the entire strategic analysis effort, from identifying the need for data to delivering an intelligence product to the customer.

Planning and tasking definition must consider:

- Characteristics of the topic involved
- The needs of the final customer
- Available resources

# Asking the right questions

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**It is essential to develop a set of questions in order to focus your project.**

- Is the topic easily and fully researchable?
- What type of information do I need to answer the main questions?
- Can I have access to all the needed sources?

**Think about the potential impact of the project/study.**

- What is the benefit of studying the phenomenon/topic?
- Who will it help and how?



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# **Activity 6.1** **Globex**

## Customer Checklist

# Brainstorming

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## Brainstorming rules

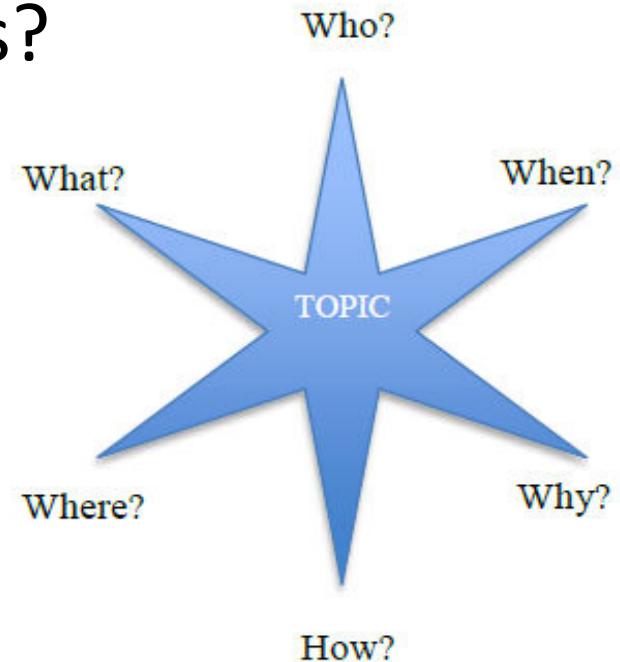
- First, specify the topic/question to be addressed
- All are to contribute, but one at a time
- Brief idea inputs (few words or short phrases)
- No criticisms or discussion during the brainstorming
- Every idea is valuable, including contradictory ones
- Generate ideas quickly and maximize the number
- Listen to one another and use other's ideas to trigger new ones



# Starbursting

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- Who are the principle actors?
- What are they doing?
- Where are they doing it?
- When ...?
- How ...?
- Why ...?



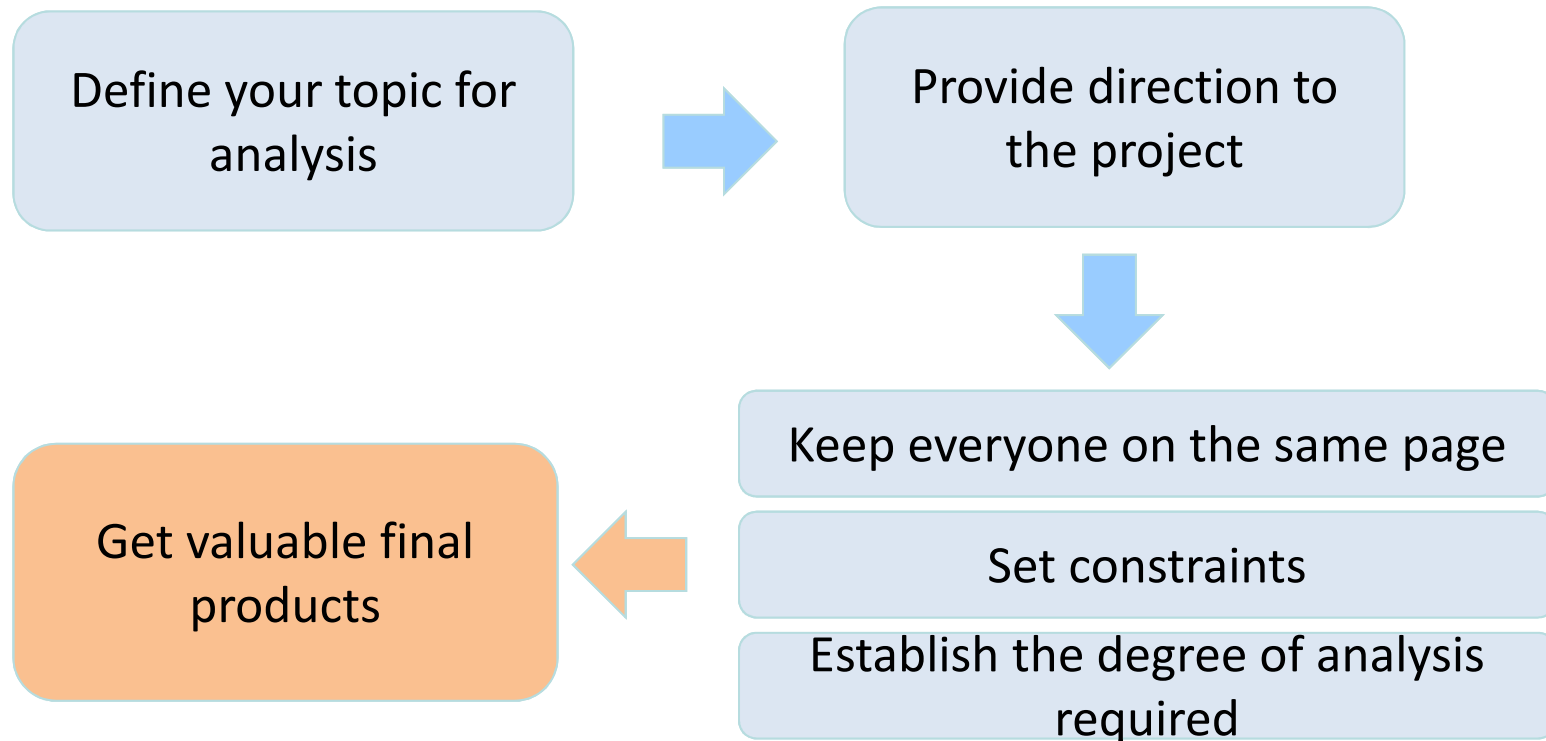


## **Activity 6.2**

### Brainstorming / Starbusting

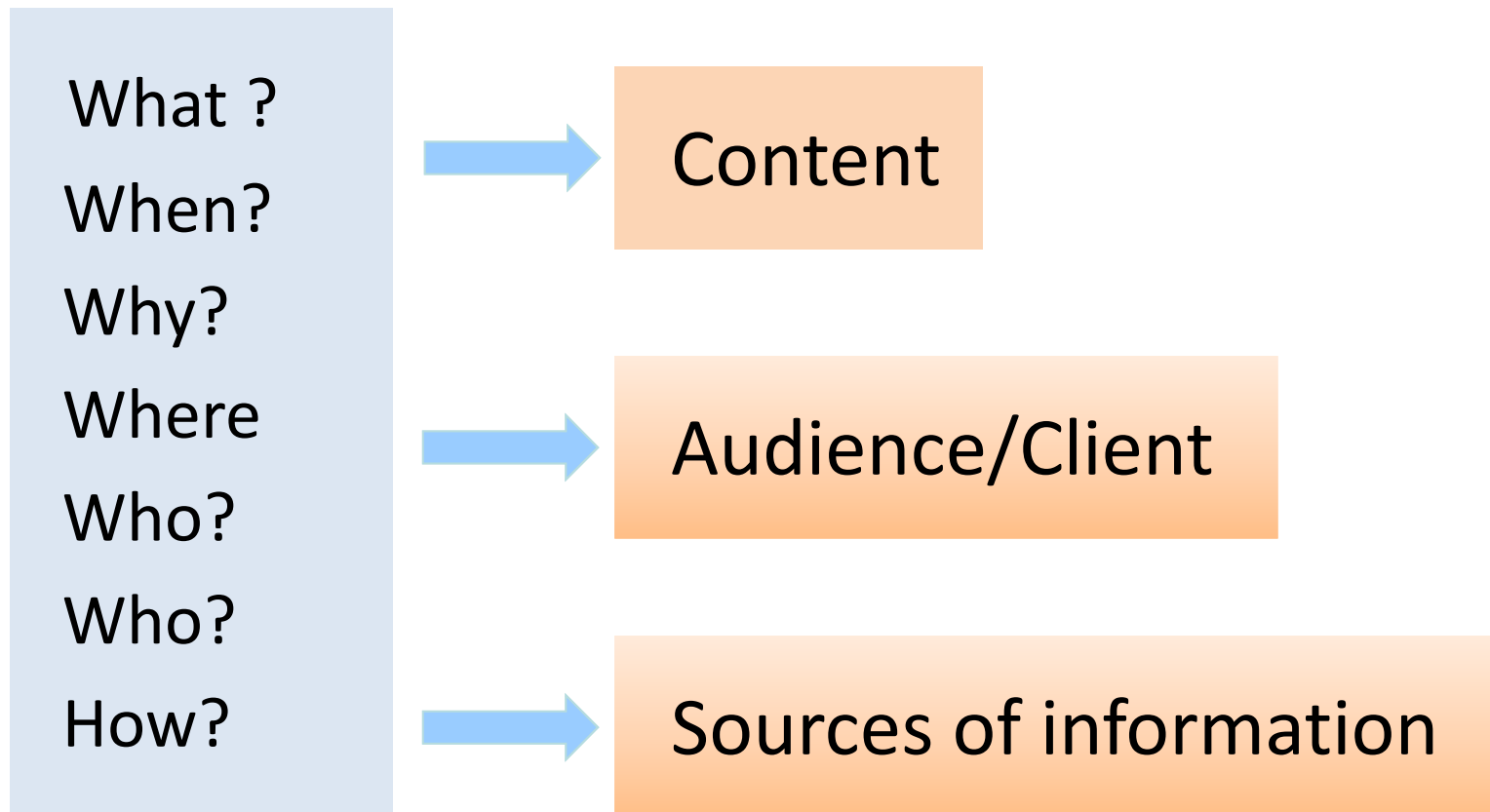
# Asking the right questions

Planning and Tasking Questions will help you to:



## Asking the right questions

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## Key Assumptions Check - Method

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1. Gather a group of individuals involved in the analysis.
2. Run a full structured brainstorming session to identify any assumptions made in developing the analysis
  - Develop further assumptions during further rounds of this process
    - Ask the starbursting questions
  - Challenge statements that include “always”, “must”, “never” etc.
  - Ask “What else seems so obvious that one would not normally think about challenging it?”

## Key Assumptions Check - Method (cont.)

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3. With a full set of assumptions in place, ask:
  - Why am I confident that this assumption is valid?
  - In what circumstances might this assumption be invalid?
  - Could it have been valid in the past but no longer valid?
  - How much confidence do I have that this assumption is valid?
  - If it turns out to be invalid, how much impact would this have on the analysis?
4. Sort each assumption into one of three categories
  - Basically solid
  - Correct with some caveats
  - Unsupported or questionable

## Key Assumptions Check - Method (cont.)

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5. Refine the list.
6. Consider whether the unsupported or questionable assumptions should be converted into further research.
7. Review all assumptions for quality and reliability.  
Estimate the probability that any conclusions could be wrong.  
This focus allows the analyst to scrutinize him/herself and overcome the human reluctance to admit an invalid assumption.

## Asking the right questions - Example

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### Background

**Country X** reports a significant increase in the flow of foreign currency operated in the Financial Sector without any economic explanation.

**Authorities worry** that legitimate economic activity may be used to disguise the proceeds of certain illicit activities.

**Intelligence agencies** are interested to conduct a study to better understand the flow of currency between the two countries, and set a strategy to stop possible money laundering operations. They ask you to set up a **project plan**.



## Asking the right questions - Example

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- What?** What do you know about this topic?
- Where?** Does this topic fit into a local, regional, or global scheme?
- When?** Is there a certain time frame when this topic became important or experienced change?
- Who?** Specific groups of agencies involved in the project; Who does this topic benefit? Do I have to include other parts in the study (agencies, country Y)?
- Why?** Why is this topic important?
- How?** Can information be collected to conduct the study?
- So what?** Will the findings be considered significant?

## Asking the right questions

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**Mind Mapping:** Improves critical and creative thinking by depicting relationships visually. Here are some steps to take:

- Write your topic in the centre of a large piece of paper
- Radiate out key words and important ideas from the central topic
- Show supporting data
- Use image and colors freely

# Examples of Mind maps



## Setting the Terms of Reference (ToR)

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Action plan that sets out the key aspects of each phase of a project.

### **Why is it important?**

- Set up specific actions for the desired goal
- Measurable accountability of the process of the project
- Provides framework to keep the project on track
- Provides clarity on the expected outcomes

# Terms of Reference Structure

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There is no standard universal structure for a ToR document.

## Example table of contents for ToR

1	• Objective & Scope
2	• Users
3	• Analysis questions
4	• Available information
5	• Methodology
6	• Time schedule & reporting
7	• Indicative budget
8	• Qualifications of analysis team

## A useful ToR structure for Strategic Analysis could be:

- Background
- Objectives
- Scope
- Constraints and Project Risk Assessment
- Methodology
- Deliverables
- Timescales
- Negotiation

# Terms of Reference Structure

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## BACKGROUND

- Describes how the project came about.

## OBJECTIVES

- Describe what you are trying to achieve
- Well-worded objectives should be **S.M.A.R.T**
  - ✓ Specific, Measurable, Achievable, Realistic, Time-bound

## SCOPE

- Sets the boundaries for what the product will attempt to do (Boundaries & Deliverables).



# Terms of Reference Structure

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## **CONSTRAINTS AND PROJECT RISK ASSESSMENT**

- Identify the specific constraints or restrictions that limit or place conditions on the process.
- Risk Assessment: Identify those areas of the Strategic Analysis Project with the most severe constraints and the highest uncertainty.



# Terms of Reference Structure

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## **CONSTRAINTS AND PROJECT RISK ASSESSMENT**

In general a project Risk Assessment has three elements:

Step 1 - Identify Uncertainties/Constraints

Step 2 - Analyze Risks

Step 3 - Prioritize Risks





# Terms of Reference Structure

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## **PROJECT RISK MANAGEMENT**

Risk management helps you to minimize the adverse impact of risks on the Strategic Analysis project

- Reduce risks in advance
- Prepare an action plan
- Control risks

# Terms of Reference Structure

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## **METHODOLOGY**

- Describe the approach, and processes required to complete the assignment

## **DELIVERABLES**

- Define the key deliverables that the project aims to produce and the final customer



# Terms of Reference Structure

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## **TIMESCALE**

- Establish the schedule of activities considering the time and human resource constraints

## **NEGOTIATION**

- Set the conditions and structure of the Strategic Analysis product with your supervisors.



## Terms of Reference Structure

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ToR specification will lead to clear goals, better quality decisions, and more accurate results.

ToR are the link between getting your overall direction right and making the correct decisions.



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# **Activity 6.3**

## Terms of Reference



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# Questions

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