Review Questions

# Chapter 1

1. What is humanitarian space, and how do we achieve it?
2. What was the effect of terrorism and GWOT-related policies and counter-terrorism tactics on the humanitarian system?
3. Which factors lead to an increasing professionalization of aid?
4. How do norms and standards ensure professionalization of aid?
5. What is the global UN coordination system for humanitarian aid, and how does it work?
6. What are the key assumptions that humanitarian intelligence operates on?

# Chapter 2

1. How does data differ from intelligence?
2. What are the phases of the intelligence cycle?
3. What are the potential failures in the different phases of the intelligence cycle?
4. What is the logic of coming from policy to project?
5. What are the phases and what is the purpose of the project management cycle?
6. What is the purpose of the LogFrame?
7. Explain the logical connection between inputs, outputs, purpose, and goal in the LogFrame.

# Chapter 3

1. Which of the five intelligence collection disciplines can be utilized for humanitarian intelligence and how?
2. What is the purpose of MIRA and the Humanitarian Indicators Registry?
3. Explain the difference between (a) validity regarding levels of analysis and (b) validity of indicators for contextual dimensions.
4. What is reliability, and how do we assess it?
5. What is the difference between risk and uncertainty?
6. How do WEPs express uncertainty and help in writing intelligence reports?

# Chapter 4

1. How does the context shape the analysis?
2. What are the advantages and disadvantages of data visualization?
3. What makes a context complex?
4. Which factors determine a good context analytical tool?
5. Describe the difference between needs assessment and needs analysis.
6. What is the utility and what are the limits of W-questions?
7. What is the advantage of timelines over chronologies?
8. How do internal/external elements in the SWOT matrix for an organization turn into strategies?
9. What does the micro-macro analysis investigate, and what does the critical incident technique add to that?
10. How does problem tree analysis contribute to the development of project objectives?

# Chapter 5

1. How does the H-AID method disaggregate a context?
2. What is the role of the confidence margin?
3. How do you determine the level of security in a context dimension?
4. What are the possibilities and the limits of visualizing the CCA in a radar graph?
5. Which context dimensions can be considered capabilities/constraints, and why? What is the role of confidence intervals in this consideration?
6. What does the centrality score in the relational analysis express?

# Chapter 6

1. What is the purpose of a stakeholder analysis with regards to its diagnostic and explanatory functions?
2. What is a stakeholder?
3. How can a robust stakeholder analysis contribute to strategy development?
4. Which classifications of actors are useful for the stakeholder matrix in a humanitarian intelligence analysis?
5. Which assumptions about decision-making of actors does AGIRI analysis assume?
6. How are stakeholder matrixes utilized for strategy development?
7. How does one decide whether to disaggregate corporate actors into subactors?
8. How do goals determine the position of actors?
9. What is the role of institutions regarding the goals of actors?
10. What is effective power, and how is it calculated?

# Chapter 7

1. What is the difference of focus between stakeholder and network analysis?
2. What are the analytic advantages of SNA?
3. What are the advantages and disadvantages of loose/tight networks?
4. What are structural holes, and how can they help to define a strategy?
5. How do nodes form neighborhoods?
6. Which analytic layers and cornerstones of analysis are relevant for SNA?
7. What is the role of perceptions and knowledge in social networks?
8. What is the relationship between density of a network and structural holes?
9. Define brokerage and explain its utility in analyzing social networks.
10. Why is power a structural element in network theory?
11. How do you measure micro power? Explain the three different forms of power.
12. How do you identify groups within a network?

# Chapter 8

1. Which analytical steps form the baseline for the H-AID Trend Factor Analysis?
2. Which trend factors inform the trends?
3. How do you assess the impact of a hazard?
4. How can trend factors help to check assumptions about ex ante/ex post relationships?
5. What are the limits of the assumptions check using trend factors?

# Chapter 9

1. What is the purpose of operational planning tools?
2. What does the analyst need to know before commencing with operational planning?
3. Explain the utility of force field analysis.
4. On which levels do entry point questions play out?
5. Which brainstorming methods lead to quicker and better decisions in worst case anticipation, and why?
6. What are critical failures?
7. What can prevent the escalation of commitment?
8. Which ethical concerns are relevant regarding points of no return?
9. What is the purpose of scenario planning, and why is it particularly relevant for humanitarian organizations?
10. Why are wildcards a problem for forecasting?
11. What is the role of indicators in scenario planning?
12. How does a futures wheel assist in developing scenarios?
13. How does a planned office closure differ from forced office closures, and which approaches are applicable?