

CREATING STABILITY FOR THE  
**ENERGY INDUSTRY**



Goldbelt Hawk, LLC, 740 Thimble Shoals Blvd. Ste G.  
Newport News, VA 23606-3574  
[www.GbHawk.com](http://www.GbHawk.com)



# CREATING STABILITY FOR THE ENERGY INDUSTRY

## EXECUTIVE SUMMARY

**R**eliance upon and continued investment in traditional security practices will not deliver intended returns because the assumptions underlying the concepts are inappropriate where conditions of identity conflict exist. In identity conflict, the populations' feelings of fear and insecurity actually grow the more governments assert their authority since such populations' identities are formed in opposition to the state. Under traditional security concepts, energy companies must rely upon the very governments that populations blame for their misfortunes, leading to a cycle of insecurity.

GbHawk offers our clients a competitive advantage by delivering enduring stability in complex operating environments by addressing identity conflict head on. Our stability approach is achieved through a unique blend of applied military intelligence techniques and expertise in socio-cultural dynamics. Our stability operations were designed to support US military and Department of Defense operations, are field tested, and combat-proven. We possess decades of experience in development in subsistence societies, tribal and clan dynamics, and conflict mitigation across the globe, all of which distinguish us from traditional security and development providers. Our capabilities enhance traditional physical and technical security methods, avoid the pitfalls of existing Corporate Social Responsibility (CSR) programs, and deliver messaging recommendations to improve public relations.

GbHawk creates long-term stability through two product lines: (1) *Population Engagement Studies* determine how to interact with populations in accordance with their needs and cultural norms, and (2) *Stability and Risk Mitigation Initiatives* simultaneously develop human and communications networks while building relationships with local populations through quality-of-life improving activities.

This combination of culturally attuned analysis and appropriately targeted engagement activities align our clients' objectives with those of the target population, provide actionable early-warning threat indications, direct strategic messaging and communications, and offer a range of pre-emptive options which significantly reduce the likelihood of adverse events from occurring and the negative consequences of any hostile incident. Recognizing the dynamics of identity conflict and addressing them through stability concepts will increase production, lower security costs, and maximize profits. Our products and consultative services are scalable and tailored to meet our clients' specific needs.





## PROBLEM: “TRADITIONAL SECURITY” – AN OUTDATED CONCEPT

**E**nergy sector investment in the developing world is predicated upon the assumption that agreements with government oil concerns guarantee legitimacy and convey benefits to everyone, including local populations. The reality is that energy reserves are often located in parts of the world where local populations are locked in identity conflict or believe their governments to be illegitimate and threats to their communities. Identity conflicts empower extremist and criminal activities because they offer resistance, revenge, and the appearance of collective security for alienated populations. Feelings of *fear and insecurity* grow the more governments assert their authority since such populations’ identities are formed in opposition to the state. Energy companies are inevitably targeted for their high value commodities and connection to the government. Paradoxically, energy companies are obligated to rely upon the very governments that populations blame for their misfortunes, leading to a cycle of insecurity.



by association with governments for these failures resulting in feelings of resentment and alienation. Preying upon these feelings militant groups, like the Movement for the Emancipation of the Niger Delta (MEND), emerged to attack oil company facilities, infrastructure and personnel. Consequently, energy companies regularly suffer reduced output, profitability, and increased direct and indirect costs.

Traditional security methods, which focus on physical and technical capabilities, cannot by themselves overcome the dynamics unleashed by identity conflict. These methods augment ineffective government protection and place energy companies in a defensive posture, ceding the initiative to extremists and criminals who choose how and where to engage. In identity conflict, government policing and facility security only reinforce the divide between the

**Reliance upon traditional security practices & techniques will not eliminate threats to energy companies under conditions of identity conflict.**

This has occurred because revenues have, for the most part, failed to deliver goods and services and been withheld from segments of the population. Energy companies are implicated



company and the local population. Therefore, the outdated traditional security concept is no longer adequate. Continued investment in traditional physical and technical security methods and ineffective

development initiatives will only increase tensions with disenfranchised populations and perpetuate escalating security costs.

## SOLUTION: GBHAWK'S "SHARED SECURITY" CONCEPT

**G**bHawk's "Shared Security" concept recognizes the problems associated with identity conflict and delivers long-term stability to offset lost production and profits. Long-term stability requires incorporating a population-centric component to address grievances and provide solutions.

A stability-based security concept must:

- Assume that governments will continue to struggle to meet the population's needs and realize the popular legitimacy for which policing and facility security are optimally designed;
- Nurture the sense of popular enfranchisement and link that sense to the success of the company; and
- Weaken the appeal of criminals and extremists by tangibly demonstrating a commitment to mutual wellbeing.

Our population-centric engagement strategies and communications techniques create enduring stability through our Shared Security approach. With Shared Security the energy company becomes part of the community; bridges the identity gap between foreign and local norms and values; and builds relationships through mean-

**Security for a population is more a sense than a tangible variable and it forever lies in flux as resources, political and economic alliances, state, and corporate practices change.**

ingful, low cost, high impact development activities. In contrast, policing and facility security are only deterrents to attacks, do not alleviate tensions, and – at best – only delay violence.

Shared Security is achievable and designed to forge for our clients a common identity with local populations. By creating a joint sense of stability and prosperity, the energy company ceases to be seen as an outsider and becomes part of the society. At the same time, our activities work within existing legal parameters established by host governments. Taking populations' quality of life into consideration transforms the dynamic from one of simple coexistence to one of Shared Security.



## OUR APPROACH

Our approach is rooted in a combination of military intelligence, socio-cultural analytics, and practical experience in development. This blend of experience allows energy companies to move from a defensive nature to a proactive security posture that seizes the initiative by engaging the population. Originally designed to support Special Operations Forces (SOF) in Afghanistan, our approach is field tested and validated under combat conditions. This combination of culturally attuned analysis and appropriately targeted engagement activities provides actionable early-warning, threat indications and a range of preemptive options to significantly reduce the like-

likelihood of adverse events from occurring and the negative consequences of any hostile incident. GbHawk delivers Shared Security environments through two product lines:

- (1) *Population Engagement Studies* determine how to interact with populations in accordance with their needs and cultural norms.
- (2) *Stability and Risk Mitigation Initiatives* simultaneously develop human and communications networks while building relationships with local populations through quality-of-life improving activities.

Our Shared Security approach augments traditional security through extensive human networks that utilize development as a means. This distinguishes us from Corporate Social Responsibility (CSR) initiatives because the focus is security as opposed to public relations. Our targeted development activities are:

- Integrated from the start into the security architecture to generate Indications & Warning;

**GbHawk significantly enhances existing security and mitigates risk through its capabilities proven in conflict environments.**



- Designed for long-term relationship building vice short term public relations gains; and
- Incorporate our advanced situational awareness into our multi-layered assessments.

### POPULATION ENGAGEMENT STUDIES:

GbHawk's first product line delivers tailored Population Engagement Studies for our clients' investments in existing and future operating environments. Population Engagement Studies describe and explain the world as seen through the eyes of populations of interest. It explores their ontology (worldview and unconscious assumptions), identity layers (perceptions of self, others, functions), cultural norms and values, narratives (grievances, desires, opportunities), and social structures (clans, organizations, governments, religions). Population Engagement Studies analyze these elements to provide the following effects:

- Attune companies to cultural sensitivities to generate appropriate strategies for building positive, productive, and mutually supportive relationships;
- Develop messaging recommendations in accordance with local values, customs, beliefs and traditions; and
- Determine how extremists and criminals leverage cultural norms and develop ways to counter these messages and activities.

With a detailed baseline understanding of the target population, GbHawk builds upon its Population Engagement Studies to provide Indications and Warning (I&W) through persistent

monitoring of news outlets, social media, and sentiment analysis. GbHawk tracks anomalies and deviations of the baseline to inform our clients of potential issues. Real-time updates are delivered to our customers, based on their needs, in daily, weekly, or monthly formats in a wide range of options.

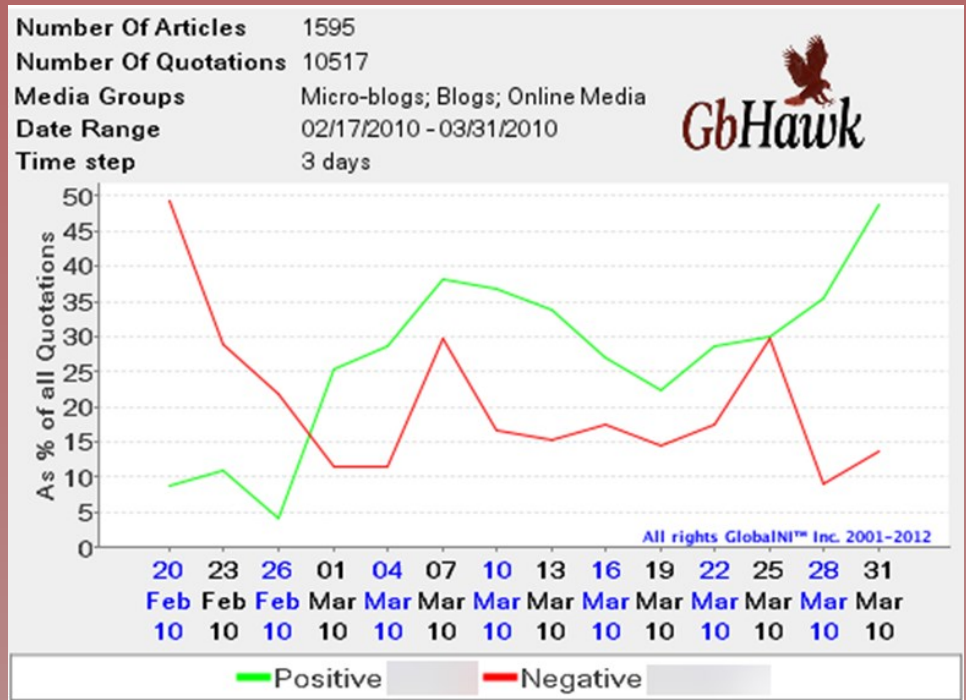
### STABILITY AND RISK MITIGATION INITIATIVES:

GbHawk's second product line applies its full suite of capabilities to create Shared Security environments. Our unique population-centric stabilization capability is based on years of experience in conflict environments and partnerships with specialized companies, like FAF Development.

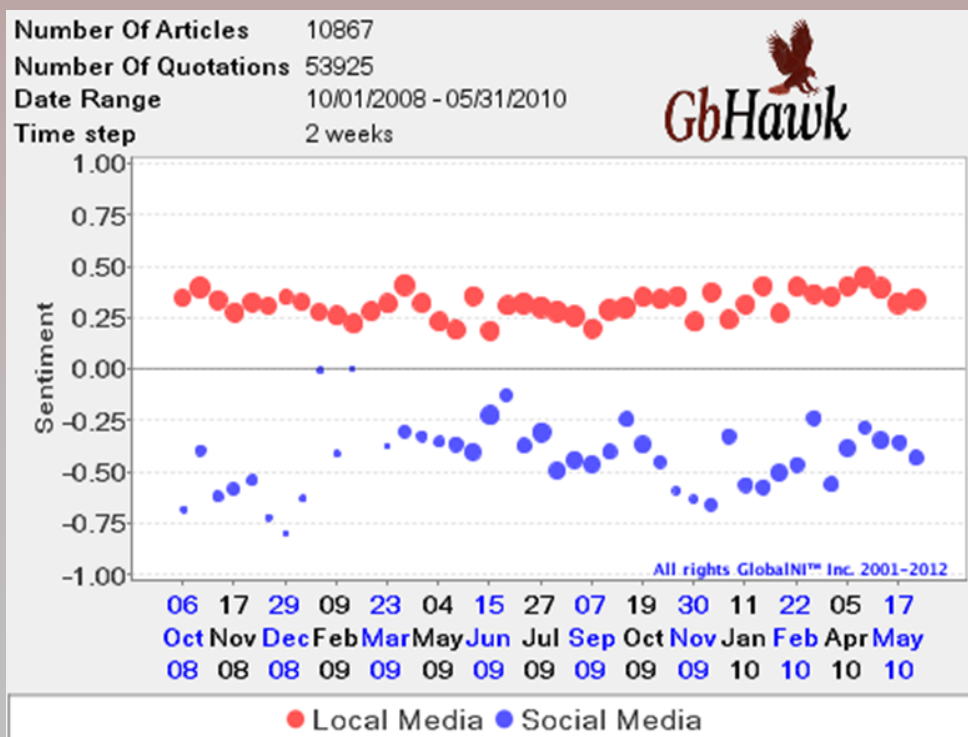
Our focus and methodology separate us from our competitors. Our focus bypasses many of the political and cultural roadblocks to achieving popular legitimacy because we direct activities right to the people. We orient development activities toward the individual level – not the community – to create enduring “personal” relationships between our clients and individuals. Shared Security is achieved as a result of the aggregated positive feelings individuals in a community have for our clients.

Our methodology applies advanced analytics to ground level activities. It combines Population Engagement Studies and tailored multi-layered assessments with grass roots training & development initiatives, precisely targeted to cultivate the strong relationships and networks necessary to achieve stability.

This chart illustrates trends in social media sentiment toward a company suffering from poor public image. Sentiment toward this company had been significantly negative until late February, 2010, when a series of events caused a dramatic shift in the data profile. Sentiment analysis was able to indicate improvements in public relations based on positive initiatives and messaging.



GbHawk provides near real time sentiment analysis through monitoring of news and social media outlets to accurately assess the impact of initiatives and to direct activities and strategic communications, improving public relations.



This chart indicates trends in sentiment toward a government during 2008-2010 as reflected in local traditional media and in domestic social media. Traditional media projects a positive image of the government while social media projects a more negative profile. Additionally, normalized sentiment fluctuates and shows more sensitivity to new developments in social media than traditional media.



### *Multi-layered Assessment Capability:*

GbHawk's multi-layered assessment capability is rooted in the process and methods of military intelligence and utilizes numerous sources of information to achieve effects on the ground. Cultivating Shared Security and alleviating existing tensions requires the ability to direct resources when, how, and where they are needed with the most effective delivery method and message.

Population Engagement Studies serve as the foundation for the multi-layered assessments because they determine what is most critical to the population, and, therefore, what to understand, monitor, and/or redress. Each assessment builds a comprehensive picture of the operating environment with geo-rectified social network, human terrain, and socio-cultural analyses. With robust relationships established across multiple sectors, Stability and Risk Mitigation Initiatives foster human networks resulting in advanced I&W about the environment, whether it be security based or quality of life oriented.

Through specialized polling and sentiment analysis, GbHawk reveals issues affecting populations from the village level up to the regional level. This provides our clients near real time feedback on activities, indications and warning of potential threats, and marketing and public relations perspectives.

GbHawk's geospatial depiction capability allows for intuitive presentation of issues revealed by its information sources and persistent monitoring over time. With geo-rectified attitudes, needs, markets, and human networks, we offer unparalleled analysis of the operating en-

vironment to build Shared Security between clients and local populations.

### *Training & Development Initiatives:*

GbHawk and FAF Development's training and development activities build networks among segments of the populations to limit extremists' and criminals' freedom of movement and access to the population. Physical and technical security capabilities can then be employed more effectively. Relationships with individuals generate information and result, when combined with the multi-layered assessment capability, in a superior I&W structure. Our training & development initiatives are designed to achieve the following effects.

### **Expertise & Experience in:**

- **Subsistence Societies**
- **Tribal and Clan dynamics,**
- **Conflict Mitigation**
- **African, Latin American & Middle Eastern Societies**

- Gain entry to the population based on specially tailored activities;
- Create visible links between our clients and the population;

- Give the population a sense of control over its destiny through viable, improved earnings potential; and
- Allow the company to seize the initiative.

Achieving a sense of Shared Security requires ground level activities that tangibly demonstrate mutual commitment. Oftentimes, demonstrations of goodwill by energy companies are passed through governments and local leaders only to be diverted for political ends. They also tend to have the character of charity. What populations in developing countries want and need is the belief that they can improve their own lives without the dependency that charity perpetuates.

In other words, development and training initiatives serve as the pretense for engaging the popula-



tion in order to diminish its sense of insecurity and to overcome identity conflict by linking the newfound sense of security to the energy company. Over time, successful development initiatives result in legitimacy for the company and reduced facility security costs.

## RISK, YES, BUT YOUR CURRENT RISK IS RISKIER!

**E**nergy company security investments will continue to increase without tangible security gains being achieved. GbHawk's Shared Security approach is the solution to rising security investments in today's dynamic geo-political environment. Our capabilities address identity conflict where technical and managerial approaches have

failed to provide solutions for complex social problems. Our baseline assessments, communications strategies, and risk mitigation operations have been field tested under combat conditions and achieved measurable results. A modest investment in our capabilities guarantees enduring stability while reducing costs and increasing profits.



JAMES SISCO,  
DIRECTOR  
(703) 916-8100 EXT 213  
CELL (571) 218-0956  
JSISCO@GBHAWK.COM

DR. DAVID C. ELLIS,  
LEAD ANALYST  
(703) 916-8100 EXT 213  
CELL (813) 785-6946  
DELLIS@GBHAWK.COM



**FAF Development is an international project management and business development company, providing a range of specialized services to increase our clients' competitive advantage throughout the world.** Our projects achieve impact in dangerous and crisis environments by adapting traditional development programs to meet the unique needs of these dynamic and sensitive contexts. Working in high-risk or post-crisis environments requires specialized expertise and the right attitude. We use a full spectrum of "boots on the ground" activities to promote stability, mitigate conflict, and bridge the gap between relief and development. We work with local communities and businesses to break cycles of violence and bridge the gap between short-term relief and long-term development initiatives. Working across sectors such as agriculture, infrastructure, development, natural resource management, FAF can implement projects to build strong, sustainable relationships with local populations and reduce conflict.



**FAF DEVELOPMENT LLC**

1777 NE Loop 410, Suite 600  
San Antonio, TX 78217 USA  
+1 (800) 560-3988

**[www.fafdevelopments.com](http://www.fafdevelopments.com)**



**Global News Intelligence**  
*"Insight for Leaders"*

NEWS IMAGING (GNI)  
5901 INDIAN SCHOOL ROAD, NE  
ALBUQUERQUE, NM 87110  
WWW.GLOBALNI.COM

GNI is a highly specialized media company that combines data driven analytics with creative and innovative strategies. We provide results driven solutions including Media Monitoring and Analysis, Government Services and Support, and Media and Communication Services. GNI data is the foundational information our clients require to accurately assess the threats and opportunities that impact their future. GNI works across a wide range of public and private sectors, supports leaders in aerospace, politics, energy, as well as the U.S. Department of Defense and the U.S. Department of State.



Understanding the socio-cultural dynamics of foreign populations to develop incisive decision-making is now a strategic imperative well accepted across business and government. Goldbelt Hawk (GbHawk) recognizes this imperative and developed a unique, multi-layered, socio-cultural analytic framework to enhance our clients' decision-making capability and operational design. Our framework begins with a detailed socio-political analysis of the population to derive a baseline understanding of its ontology, identity layers, norms and ethics, social structures, and active narratives. Once a cultural baseline is developed, we then monitor opportunities, challenges, and threats to the population through advanced polling, multi-media analysis, and other social science methods.

Our products and services are designed to achieve an intuitive visualization of problems and opportunities, including geo-rectified mapping of a population's networks, attitudes, values, and objectives. Our blend of social science analysis with cutting-edge intelligence processes empowers decision-makers at each echelon of the strategic, operational, and tactical environments to focus resources where they are needed most in order to achieve policy objectives.