

Security and Intelligence in the Multinational Domain: A Case in Pakistan

Philip Jonesⁱ

This article reviews the experience of its author, a former U.S. Government intelligence analyst, in providing security for a power station under construction in Pakistan's Punjab Province. The project was the \$170 million, 157 MW Combined Cycle Power Plant under development by the Fauji Kabirwala Power Company LTD (FKPCL) in collaboration with El Paso Energy International (USA). The latter firm built the plant along with members of an international consortium, mainly including Siemens-Westinghouse and the US-based National Electric Power Corporation (NEPCO). Built during 1996-1999, the author was brought in to do a site security survey by Siemens-Westinghouse in early 1997 after the project was well underway, and brought back later in 1997 by the Field Management Group to oversee security after the project suffered a major incident of insider theft.¹

The article also describes the challenge of providing personnel security to expatriate engineers in an unstable socio-political environment where threats to westerners were on the rise. The study shows how the project fit into the social, economic, institutional and legal background of the project region, as well as the rise of radical religious organizations such as the Lashkar-i-Jhangvi. All of these elements, particularly the latter, were essential to our analysis of the threat picture and the mitigations needed to provide security. The knowledge and analytical skills brought to this assignment were much the same as those developed by the author in his career as an intelligence analyst for the US Government. Although analysts working for multinational corporations are not privy to classified government sources, the need for good judgments on regional and national political and economic trends is similarly of a high priority. Granting the analytic bottom line for governments and corporations is different. For governments, the ultimate question is about national security; for corporations it is about the expected return on investment (EROI). However, at the street or tactical level,

i Professor at Embry-Riddle Aeronautical University. E-mail: Philip.E.Jones@erau.edu.