



## “BUILDING WHOLE-OF-SOCIETY RESILIENCE”

A collaborative workshop between the Daniel K. Inouye Asia-Pacific Center for Security Studies and the George C. Marshall European Center for Security Studies

June 12-15, 2023

Garmisch-Partenkirchen, Germany



### Background

Increased hybrid threats from state and non-state actors looking to challenge international rules and norms have created a burgeoning need for interregional collaboration on security challenges. Hybrid threats to the European and Indo-Pacific theaters have global implications; malign actors utilizing these tactics do so with an aim to disrupt national governments and reduce regional resilience, fostering instability to support their own agendas. By staying below the threshold of conflict, malign actors undermine conventional frameworks, making it more difficult for target governments to identify threats and formulate an appropriate response with widespread international support. In addition, the Russian invasion of Ukraine has alerted the world to the complexity of hybrid warfare and the limits of the post-World War II architecture in deterring aggression and preventing war. Due to the ubiquitous nature of these hybrid threats, a cogent response must bring together government and non-government partners to collectively identify and respond to the threat. Therefore, the Daniel K. Inouye Asia-Pacific Center for Security Studies (APCSS) and the George C. Marshall Center (GCMC) will initiate a series of workshops to foster increased cooperation and collaboration among like-minded partners focused on strengthening collective, comprehensive resilience to hybrid threats.

### Concept

The first of an intended series, this 3.5-day workshop, held in collaboration with GCMC in Garmisch, Germany, will facilitate an exchange of lessons learned from current events in the Europe and Indo-Pacific theaters to improve our collective, whole-of-society resilience to hybrid security threats. Outputs from this workshop are intended to feed subsequent deep dives into key areas identified during the workshop.

### Intended Outcomes

- Increase participant understanding of the global and interconnected nature of hybrid threats;
- Exchange lessons learned from Europe and Indo-Pacific regions on building resilience;
- Identify key areas for expanded interregional cooperation on comprehensive resilience;
- Create a framework for cooperation that includes concrete lines of effort for follow-on workshops and engagement by participant countries based on key areas identified during the workshop.

### Methodology

The workshop will utilize various facilitation and engagement tools to ensure maximum participation of the participants in all the workshop activities. Plenary overviews, polling surveys, and topical lectures will be complemented by follow on discussions, with participants grouped in various ways to optimize the circulation of subject matter experts and diverse ideas. The workshop will also use a daily working lunch as an occasion for participants to network and generate ideas for collaboration. Participants are requested to come prepared to discuss concrete examples of malign influence and resilience efforts in their country or organization of representation.

### For Additional Information

If you have questions on the workshop’s design, content, or participants, please contact Lieutenant Colonel Jacqueline Hearne, academic lead for the workshop, at [Jacqueline.I.hearne.mil@mail.mil](mailto:Jacqueline.I.hearne.mil@mail.mil). For logistical support, please contact Mrs. Kristine Boswell at [Kristine.I.boswell2.civ@mail.mil](mailto:Kristine.I.boswell2.civ@mail.mil).

**MONDAY, JUNE 12, 2023**

*(DRESS: BUSINESS CASUAL – OPEN COLLAR)*

TIME	EVENT	LOCATION
AM/PM	<b>Arrival/Reception/In-processing</b>	ATLAS - Grand Hotel
1600-1700	<b>Ice Breaker/Reception</b> <b>Workshop Introductions</b> <b>Welcome Comments</b>	ATLAS - Grand Hotel

**TUESDAY, 13 JUNE 2023**

*(DRESS: BUSINESS CASUAL – OPEN COLLAR)*

**THEME: SHARED SECURITY CHALLENGES**

**Concept:** Compare and contrast malign influence and hybrid threats in Europe and the Indo-Pacific. Discuss the interconnectedness and global influence of malign actors. Compare and contrast regional approaches and structures for responding to hybrid threats.

<b>Time</b>	<b>Event</b>	<b>Location</b>
0730	<b>Bus Departs Hotel</b>	ATLAS - Grand Hotel
0745-0800	<b>Workshop Arrival and Networking</b>	Building 109 Sheridan Kaserne
0800-0820	<b>Opening Remarks</b> <ul style="list-style-type: none"> <li>- Director Barre Seguin, GCMC</li> <li>- Director Pete Gumataotao, DKI APCSS</li> <li>- Dr. Mike Chase, Deputy Assistant Secretary of Defense for China, Taiwan, and Mongolia, Department of Defense, United States</li> </ul>	Plenary 109
0820-0850	<b>Workshop Overview and Interactive Polling</b> <ul style="list-style-type: none"> <li>- LTC Jacqueline Hearne, Military Faculty, DKI APCSS</li> <li>- Mr. Mike Burgoyne, Professor, DKI APCSS</li> </ul>	Plenary 109
0850-0940	<b>Opening Plenary: Strategic Framework</b> <i>Objective: Develop a shared understanding of the threat posed by Russia, China, and other malign actors conducting operations below the threshold of conflict in challenge to established rules and norms.</i> <ul style="list-style-type: none"> <li>- Mr. Dave Helvey, Secretary of Defense Deputy Representative in Europe and the Deputy Defense Advisor for the U.S. Mission to NATO</li> </ul>	Plenary 109
0940-1030	<b>Panel: Strategic Context - Europe</b> <i>Objective: Discuss how the European region is dealing with hybrid threats/malign influence based on regional examples.</i>  Panelists 1) Mr. Vilmantas Vitkauskas, Vice Chancellor, Prime Minister’s Office, National Crisis Management Center, Lithuania 2) Lieutenant General (Retired) Vladimer Chachibaia, Advisor to the Prime Minister, Georgia 3) Mr. Artur Mija, Secretary General of the Government, State Chancellery Government of the Republic of Moldova  <ul style="list-style-type: none"> <li>- Moderator: Dr. Ralf Roloff, Deputy Dean, College of International Security Studies, GCMC</li> </ul>	Plenary 109
1030-1050	<b>Break – Group Photo</b>	GCMC Bleachers
1050-1140	<b>Case Study: Ukraine</b> <i>Objective: Discuss what lessons can be taken from Russia’s invasion of Ukraine that may be applicable to other countries facing coercion and aggression by malign actors.</i> <ul style="list-style-type: none"> <li>- Mr. Marcin Jerzewski, European Values Center for Security Policy, Czech Republic</li> </ul>	Plenary 109
1140-1150	Transfer to working lunch by bus	
1150-1250	<b>Working Lunch – Economic Based Threats to Defense Priorities</b> <ul style="list-style-type: none"> <li>- Ms. Raquel Garbers, Director General, Strategic Defence Policy, Department of National Defence, Canada</li> </ul>	Artillery Kaserne Dining Facility

1250-1300	Return to Sheridan Kaserne											
1300-1350	<p><b>Panel: Strategic Context-Indo-Pacific</b></p> <p><i>Objective: Discuss how the Indo-Pacific region is dealing with hybrid threats/malign influence based on regional examples.</i></p> <p>Panelists</p> <p>1) Dr. Nam-Hoon Cho, Senior Research Fellow, Center for Security and Strategy Korea Institute for Defense Analyses, South Korea</p> <p>2) Mr. Kevin Moar, Strategic Coordinator (Countering Foreign Interference), Department of the Prime Minister and Cabinet, New Zealand</p> <p>3) Dr. Ming-Chi Chen, Senior Advisor, National Security Council, Taiwan</p> <p>- Moderator: Colonel Matt Kent, Associate Dean, DKI APCSS</p>	Plenary 109										
1350-1440	<p><b>Case Study: Taiwan – Humanitarian Assistance/Disaster Relief</b></p> <p><i>Objective: Discuss how malign influence or hybrid threats may negatively impact humanitarian assistance/ disaster relief operations based on outputs from a recent United States Institute of Peace exercise.</i></p> <p>- Dr. Andrew Scobell, Distinguished Fellow, Asia Center, United States Institute of Peace</p>	Plenary 109										
1440-1445	<p><b>Working Group Guidance: Malign Influence</b></p> <p>- LTC Jacqueline Hearne, Military Faculty, DKI APCSS</p>	Plenary 109										
1445-1505	<b>Refreshment/ Networking Break</b>											
1505-1605	<p><b>Working Groups</b></p> <p>Participants will be broken down into 3-4 working groups for discussion of the framing question(s)</p> <p><u>Framing Question:</u></p> <p>1. What similarities /differences can we find in malign influence between Europe and the Indo-Pacific?</p> <p>Facilitators:</p> <table border="0"> <tr> <td>DKI APCSS</td> <td>GCMC/RSI/OSD</td> </tr> <tr> <td>- COL Matt Kent</td> <td>- Dr. Heather Gregg</td> </tr> <tr> <td>- Mr. Mike Burgoyne</td> <td>- Dr. Lauren Dickey</td> </tr> <tr> <td>- Dr. John Hemmings</td> <td>- COL John Neal</td> </tr> <tr> <td>- Ms. Alex Langley</td> <td>- Dr. Ralf Roloff</td> </tr> </table>	DKI APCSS	GCMC/RSI/OSD	- COL Matt Kent	- Dr. Heather Gregg	- Mr. Mike Burgoyne	- Dr. Lauren Dickey	- Dr. John Hemmings	- COL John Neal	- Ms. Alex Langley	- Dr. Ralf Roloff	Building 109 Seminar Rooms
DKI APCSS	GCMC/RSI/OSD											
- COL Matt Kent	- Dr. Heather Gregg											
- Mr. Mike Burgoyne	- Dr. Lauren Dickey											
- Dr. John Hemmings	- COL John Neal											
- Ms. Alex Langley	- Dr. Ralf Roloff											
1605-1625	<p><b>Briefback and Discussion</b></p> <p>- Mr. Mike Burgoyne, Professor, DKI APCSS</p>	Plenary 109										
1625-1630	<b>Day 1 Closing: Remarks and Announcements</b>											
	<b>Evening at leisure</b>											

**Wednesday, 14 June 2023**  
*(DRESS: BUSINESS CASUAL – OPEN COLLAR)*  
**THEME: BUILDING RESILIENCE**

**Concept:** Exchange of best practices on government efforts in support of whole-of-society resilience in specific key areas. Discuss critical vulnerabilities in building whole-of-society resilience to malign influence. Consider the strengths and weakness of regional approaches and which lessons learned may help like-minded partners build whole-of-society resilience.

Time	Event	Location
0745	<b>Bus Departs Hotel</b>	ATLAS - Grand Hotel
0800-0825	<b>Morning Networking</b>	Building 109
0825-0830	<b>Announcements</b>	Plenary 109
0830-0920	<p><b>Opening Plenary: Building Societal Resilience</b>  <i>Objective: Discuss best practices in building resilience to hybrid threats and deterring aggression and coercion by malign actors that remain below the threshold of conflict.</i></p> <ul style="list-style-type: none"> <li>- Speaker: Dr. Harri Mikkola, Programme Director, Finnish Foreign Policy, Northern European Security and NATO research, Finnish Institute of International Affairs</li> </ul>	Plenary 109
0920-1010	<p><b>Panel: Building Resilience and Civil Preparedness (1 of 2)</b>  <i>Objective: Discuss critical focus areas where an exchange of best practices may improve collective resilience.</i></p> <ul style="list-style-type: none"> <li>• <b>Countering economic influence or coercion</b> – Dr. John Coyne, Head of Northern Australian Strategic Police Centre, Australian Strategic Policy Institute</li> <li>• <b>Protecting critical infrastructure</b> – Mr. Frank Jüris, Research Fellow, International Centre for Defence and Security, Estonia</li> <li>• <b>Protecting supply chains and energy security</b> – Mr. Hirobumi Kayama, Director, Policy Planning and Coordination Division, Manufacturing Industries Bureau, Ministry of Economy, Trade and Industry, Japan</li> </ul> <ul style="list-style-type: none"> <li>- Moderator: Dr. John Hemmings, Senior Director, Indo-Pacific Program, Pacific Forum</li> </ul>	Plenary 109
1010-1015	<p><b>Working Group Guidance: Building Resilience</b>            - LTC Jacqueline Hearne, Military Faculty, DKI APCSS</p>	Plenary 109
1015-1035	<b>Refreshment/ Networking Break</b>	
1035-1145	<p><b>Working Group: Building Resilience</b>            Participants will be broken down into 3-4 working groups for discussion of the framing questions.</p> <p><u>Framing Questions:</u></p> <ol style="list-style-type: none"> <li>1. What elements of the panel discussion resonate with your country?</li> <li>2. What policies, organizations, or initiatives have helped build resilience in your country?</li> </ol>	Building 109 Seminar Rooms

	<p>Facilitators:</p> <p>DKI APCSS</p> <ul style="list-style-type: none"> <li>- COL Matt Kent</li> <li>- Mr. Mike Burgoyne</li> <li>- Dr. John Hemmings</li> <li>- Ms. Alex Langley</li> </ul> <p>GCMC/RSI/OSD</p> <ul style="list-style-type: none"> <li>- Dr. Heather Gregg</li> <li>- Dr. Lauren Dickey</li> <li>- COL John Neal</li> <li>- Dr. Ralf Roloff</li> </ul>	
1145-1155	Transfer to working lunch by bus	
1155-1250	<p><b>Working lunch: Moderated Briefback and Discussion of Morning Session</b></p> <ul style="list-style-type: none"> <li>- Moderator: COL Matt Kent, Associate Dean, DKI APCSS</li> </ul>	Artillery Kaserne Dining Facility
1250-1300	Return to Sheridan Kaserne	
1300-1400	<p><b>Panel: Building Resilience and Civil Preparedness (2 of 2)</b></p> <p><i>Objective: Discuss critical focus areas where an exchange of best practices may improve collective resilience.</i></p> <ul style="list-style-type: none"> <li>• <b>Improving civil preparedness and continuation of essential services-</b> Mr. Aigars Mikiško, Director, Crisis Management Department, Ministry of Defence of the Republic of Latvia</li> <li>• <b>Countering misinformation/disinformation</b> – Ms. Hanna Müller, Head of Department, Political Systems; Hybrid Threats, Federal Ministry of the Interior, Germany</li> <li>• <b>Resilience in Ukraine</b> - Mr. Oleksii Goncharenko, Member of Parliament, Ukraine (Virtual)</li> </ul> <ul style="list-style-type: none"> <li>- Moderator: Dr. Heather Gregg, Ph.D. Professor, GCMC</li> </ul>	Plenary 109
1400-1500	<p><b>Working Group: Building Resiliency (2 of 2)</b></p> <p>Participants will be broken down into 3-4 working groups to discuss the framing questions.</p> <p><u>Framing Questions:</u></p> <ol style="list-style-type: none"> <li>1. What elements of the panel discussions resonate with your country?</li> <li>2. What policies, organizations, or initiatives have helped build resilience in your country?</li> <li>3. Are there any areas where your country could benefit from an increased focus on building societal resilience?</li> </ol> <p>Facilitators:</p> <p>DKI APCSS</p> <ul style="list-style-type: none"> <li>- COL Matt Kent</li> <li>- Mr. Mike Burgoyne</li> <li>- Dr. John Hemmings</li> <li>- Ms. Alex Langley</li> </ul> <p>GCMC/RSI/OSD</p> <ul style="list-style-type: none"> <li>- Dr. Heather Gregg</li> <li>- Dr. Lauren Dickey</li> <li>- COL John Neal</li> <li>- Dr. Ralf Roloff</li> </ul>	Building 109 Seminar Rooms
1500-1520	<b>Refreshment /Networking break</b>	
1520-1600	<p><b>Briefback and Discussion</b></p> <ul style="list-style-type: none"> <li>- Moderator: Colonel John Neal, Russia Strategic Initiative</li> </ul>	Plenary 109
1600-1625	<p><b>Polling: Prioritizing resilience topics and areas for future cooperation</b></p> <p><i>Objective: Prioritizing areas for future discussion and cooperation. Refine discussion topics for working group discussions.</i></p>	Plenary 109

	<p><u>Framing Questions:</u></p> <ol style="list-style-type: none"> <li>1. What approaches to the discussion topics are most effective in building resistance and deterring coercion?</li> <li>2. What topics were not addressed that should be?</li> <li>3. What topics are easiest to collaborate on? Which are the most difficult? Why?</li> </ol> <p>- Moderator: Mr. Mike Burgoyne, Professor, DKI APCSS</p>	
1625-1630	<b>Day 2 Closing Remarks and Announcements</b>	Plenary 109
1800-2000	<p><b>Workshop Dinner</b></p> <p>- Speaker - Dr. Michael Chase, Deputy Assistant Secretary of Defense for China, Taiwan, and Mongolia, Office of the Undersecretary of Defense for Policy, Department of Defense, United States</p>	Werdenfelser Hof

**Thursday, 15 June 2023**

*(DRESS: BUSINESS CASUAL – OPEN COLLAR)*

**THEME: FUTURE OF COLLECTIVE RESILIENCE**

**Concept:** *Considering the previous day’s discussions, identify and prioritize key areas for future collaboration, as well as concrete lines-of-effort, for building comprehensive resilience among like-minded partners.*

Time	Event	Location
0745	<b>Bus Departs Hotel</b>	ATLAS - Grand Hotel
0800-0830	<b>Morning Networking</b>	
0830-0835	<b>Announcements</b>	Plenary 109
0835-0840	<b>Working Group Guidance: Key Areas and Lines of Effort</b> - Mr. Mike Burgoyne, Professor, DKI APCSS	Plenary 109
0840-1010	<b>Working Groups: Identify and refine key areas for future cooperation</b>  <u>Framing Questions:</u> 1. What are the priority areas we should focus on for future cooperation? How do we define them? 2. Who else needs to be included to address these priority areas? What other agencies/NGOs/partners must be included in future workshops? 3. What policy roadblocks exist to increasing cooperation?  Facilitators: DKI APCSS - COL Matt Kent - Mr. Mike Burgoyne - Dr. John Hemmings - Ms. Alex Langley GCMC/RSI/OSD - Dr. Heather Gregg - Dr. Lauren Dickey - COL John Neal - Dr. Ralf Roloff	Building 109 Seminar Rooms
1010-1030	<b>Refreshment/ Networking Break</b>	
1030-1130	<b>Briefback and Discussion</b> - Moderator: Dr. Heather Gregg, Ph.D. Professor, GCMC	Plenary 109
1130-1140	Transfer to working lunch by bus	
1140-1240	<b>Working Lunch – Ukraine Lessons Identified – Positive and Negative Examples</b> - Speaker: Mr. Leonid Polyakov, Advisor to the Director, National Institute for Strategic Studies, Ukraine	
1240-1250	Return to Sheridan Kaserne	
1250-1410	<b>Working Groups: Discuss lines of effort for future cooperation</b>  <u>Framing Questions:</u> 1. What are our objectives for the identified key areas? 1. What initiatives could be established to increase interregional cooperation in these areas? 2. What future events or sustainable engagements can we identify to improve interregional, comprehensive resilience?	Building 109 Seminar Rooms



	<p>Facilitators:</p> <p>DKI APCSS</p> <ul style="list-style-type: none"> <li>- COL Matt Kent</li> <li>- Mr. Mike Burgoyne</li> <li>- Dr. John Hemmings</li> <li>- Ms. Alex Langley</li> </ul> <p>GCMC/RSI/OSD</p> <ul style="list-style-type: none"> <li>- Dr. Heather Gregg</li> <li>- Dr. Lauren Dickey</li> <li>- COL John Neal</li> <li>- Dr. Ralf Roloff</li> </ul>	
1410-1430	<b>Refreshment /Networking Break</b>	
1420-1520	<p><b>Brief back and Discussion</b></p> <ul style="list-style-type: none"> <li>- Moderator: Dr. John Hemmings, Senior Director, Indo-Pacific Program, Pacific Forum</li> </ul>	Plenary 109
1520-1540	<p><b>Synthesis</b></p> <p><i>Objective: Provide final thoughts and observations synthesizing discussions from the workshop</i></p> <p>Speakers:</p> <ol style="list-style-type: none"> <li>1) Dr. Nam Hoon Cho, Senior Research Fellow, Center for Security and Strategy, Korea Institute for Defense Analyses</li> <li>2) Dr. Andrew Scobell, Distinguished Fellow, Asia Center, United States Institute of Peace</li> <li>3) Mr. Marcin Jerzewski, European Values Center for Security Policy Taiwan Office</li> <li>4) Mr. Frank Jüris, Research Fellow, International Centre for Defence and Security, Estonia</li> <li>5) Dr. Harri Mikkola, Programme Director, Finish Institute for International Affairs</li> </ol>	Plenary 109
1540-1610	<p><b>Way Ahead and Lines of Effort</b></p> <ul style="list-style-type: none"> <li>- LTC Jacqueline Hearne, DKI APCSS</li> </ul>	
1610-1620	<b>Workshop Closeout and Evaluation</b>	Plenary 109
1620-1630	<p><b>Closing Comments</b></p> <ul style="list-style-type: none"> <li>- Dr. Michael Chase, DASD China, Taiwan, and Mongolia, Department of Defense, United States</li> <li>- Director Pete Gumataotao, DKI APCSS</li> <li>- Director Barre Seguin, GCMC</li> </ul>	Plenary 109
1645-1745	<b>Social Hour</b>	<b>Edelweiss Lodge and Resort</b>