



# Building Collective Defense Industrial Base Resilience Workshop

18-19 JANUARY 2024 | HONOLULU, HAWAII

DANIEL K. INOUE ASIA-PACIFIC CENTER FOR SECURITY STUDIES

## Workshop Agenda

### Background

Increased threats from state actors looking to challenge international rules and norms have created a burgeoning need for international collaboration on the production of defense items and supply chain resilience. Therefore, the Daniel K. Inouye Asia-Pacific Center for Security Studies (DKI APCSS) will host a workshop intended to foster increased cooperation and collaboration among like-minded partners focused on strengthening collective defense industrial base resilience. Maintaining peace, stability, and deterrence in a free and open Indo-Pacific will depend on the ability of the like-minded nations to (1) secure critical defense industrial supply chains; (2) improve capacity to produce and assemble critical defense items; (3) conduct maintenance, repair, and overhaul of key equipment; and (4) sustain reliable regional logistics. Panels will focus on critical issues including defense raw materials and components; labor force issues; acquisition, sustainment, and offset policies and laws; and market incentives.

### Concept

This 2-day workshop, held in Honolulu, Hawaii, will facilitate an exchange of views on how to improve our collective defense industrial base resilience.

### Intended Outcomes

- Shared perspectives on defense industrial base challenges and strategic supply chain risks;
- Lessons learned from Europe and the Indo-Pacific on building defense industrial base resilience;
- Key areas determined for expanded interregional cooperation on defense industrial base collaboration and risk reduction; and
- Identify concrete lines of effort by participant countries based on key areas discussed during the workshop.

### Methodology

Plenary presentations by senior U.S. government representatives and other participants will set up facilitated sessions where robust, candid discussion will develop responses to targeted framing questions. Using the findings discussed during the plenary sessions and the breakout groups, participants will synthesize and develop prioritized recommendations. To encourage open dialogue, DKI APCSS employs a strict non-attribution policy on all comments made during the workshop. The workshop will be conducted entirely in English. To ensure a robust discussion beyond routine talking points, links to read-ahead materials submitted by participants will be shared with all participants in advance.

### Invited Participants

Two representatives from governments/militaries at the 3-star and/or Deputy Minister level responsible for Policy and Acquisition/Sustainment of defense items:

- Indo-Pacific: Australia, Canada, India, Indonesia, Japan, Singapore, South Korea, Taiwan, and Thailand
- Europe: France, Germany, Italy, Lithuania, Sweden, and the United Kingdom

### For additional information

For questions on the workshop's design, content, or participants, please contact Captain Josh Taylor, USN academic lead for the workshop, at [joshua.p.taylor2.mil@mail.mil](mailto:joshua.p.taylor2.mil@mail.mil) or (808) 971-8986. For logistical support, please contact Mrs. Ruth Butler at [ruth.p.butler3.civ@mail.mil](mailto:ruth.p.butler3.civ@mail.mil) or Regional Engagements Operations team at [dcsa.derussy.dki-apcss.mbx.apcss-events@mail.mil](mailto:dcsa.derussy.dki-apcss.mbx.apcss-events@mail.mil).

**THURSDAY, JANUARY 18, 2024**  
**DAY THEME: ENABLING COLLABORATION**  
*(DRESS: BUSINESS CASUAL – OPEN COLLAR / ALOHA ATTIRE)*

**Concept:** According to the U.S. National Defense Strategy, integrated deterrence means using every tool of national power and influence, “in close collaboration with counterparts across the U.S. Government and with Allies and partners, to ensure that potential foes understand the folly of aggression.” Such collaboration not only deters threats, but also accelerates connectivity, resilience, and prosperity for our populations. It is the basis for securing a free and open Indo-Pacific. Following the opening scene-setting remarks, participants will utilize anonymous, electronic polling technology to express initial opinions about the state of regional defense industrial base cooperation. Participant-focused discussions will explore the enablers and inhibitors to collaboration and integration in support of enhanced defense industrial base resilience.

TIME	EVENT	LOCATION
0800 – 0830	Workshop registration, networking, and light refreshments	Maluhia Lounge
0830 – 0850	<b>Opening of Workshop and Welcome Remarks</b> - CAPT Josh Taylor, USN, Military Faculty, DKI APCSS - RADM (Ret) Pete Gumataotao, Director, DKI APCSS - Mr. Jed Royal, Principal Deputy Assistant Secretary of Defense (Indo-Pacific Security Affairs)	Maluhia Hall
0850 – 0930	Opening Remarks: <b>How NDIS will Support the Global Industrial Base</b>  Distinguished Speaker: - The Honorable Dr. Laura Taylor-Kale, Assistant Secretary of Defense for Acquisition and Sustainment (Industrial Base Policy), U.S. Department of Defense	Maluhia Hall
0930 – 0940	<b>Workshop Overview</b> <i>Objective: Introduce the purpose and intended outcomes of the workshop.</i> - CAPT Josh Taylor, USN, Military Faculty, DKI APCSS	Maluhia Hall
0940 – 1010	Interactive Polling: <b>Assess Initial Opinions and Concerns</b> <i>Objective: Establish baseline opinions on the state of defense industrial collaboration.</i> - Facilitator: Dr. Bill Wieninger, Professor, DKI APCSS	Maluhia Hall
1010 – 1030	Group Photo and Networking Break	Maluhia Terrace
1030 – 1045	<b>Backbrief on findings from Operationalizing Integration in the Indo-Pacific (OIIP) workshops</b> - Dr. John Hemmings, Senior Director, Indo-Pacific Foreign and Security Policy, Pacific Forum	Maluhia Hall
1045 – 1050	Working Group Guidance: <b>Enablers</b> <i>Objective: Identify policies and practices currently in operation that enable us to "develop, combine and coordinate our strengths to maximum effect."</i>  <u>Framing Questions:</u> 1. <i>What features of your policy framework have been particularly effective in enhancing collaboration?</i> 2. <i>What features of another country's policy framework appeal to you?</i>	Maluhia Hall

	<ul style="list-style-type: none"> <li>- Dr. Bill Wieninger, Professor, DKI APCSS</li> </ul>	
1050 – 1140	<p>Working Group Session: <b>Enablers</b>  <i>NB: Final working groups and assignments will be determined by the sectoral mix of the participants.</i></p> <ul style="list-style-type: none"> <li>- Supply Chain Security Facilitators: Dr. Christine Michienzi, CSIS / Dr. Tim Buehrer, DKI APCSS</li> <li>- Advanced Manufacturing Facilitators: Dr. Caitlin Lee, RAND / Dr. Bill Wieninger, DKI APCSS</li> <li>- Maintenance, Repair, and Overhaul Facilitators: Dr. Cynthia Cook, CSIS / Dr. Srinu Sitaraman, DKI APCSS</li> <li>- Supply Chain Logistics Facilitators: Dr. Jonathan Caverley, Naval War College / Dr. Lami Kim, DKI APCSS</li> </ul>	<p>Seminar rooms</p> <p>C101</p> <p>C102</p> <p>C103</p> <p>C104</p>
1150 – 1250	<p>Working Lunch: <b>SME Presentations</b></p> <ul style="list-style-type: none"> <li>- Dr. Jonathan Caverley, U.S. Naval War College</li> <li>- Dr. Caitlin Lee, RAND</li> </ul>	Lanai
1250 – 1335	<p>Backbrief &amp; Discussion: <b>Enablers</b>  <i>Objective: Share outcomes from the working groups and discuss where perspectives are shared and where they diverge. Backbrief provided by APCSS facilitator.</i></p> <ul style="list-style-type: none"> <li>- Supply Chain Security</li> <li>- Advanced Manufacturing</li> <li>- Maintenance, Repair, &amp; Overhaul</li> <li>- Supply Chain Logistics</li> </ul> <p>Moderator: Dr. Cynthia Cook, Center for Strategic &amp; International Studies (CSIS)</p>	Maluhia Hall
1335 – 1340	<p>Working Group Guidance: <b>Overcoming Obstacles, Incentivizing Success</b>  <i>Objective: Prioritize policy gaps or disconnects which inhibit collaboration.</i></p> <p><u>Framing Questions:</u></p> <ol style="list-style-type: none"> <li>1. Discuss/expand on the pre-workshop survey to identify areas where new or expanded collaboration is needed to "develop, combine, and coordinate our strengths to maximum effect."</li> <li>2. What factors currently inhibit collaboration on these areas?</li> </ol> <ul style="list-style-type: none"> <li>- CAPT Josh Taylor, USN, Military Faculty, DKI APCSS</li> </ul>	Maluhia Hall
1340 – 1500	<p>Working Group Session: <b>Overcoming Obstacles, Incentivizing Success</b>  <i>NB: Final working groups and assignments will be determined by the sectoral mix of the participants.</i></p> <ul style="list-style-type: none"> <li>- Supply Chain Security Facilitators: Dr. Christine Michienzi, CSIS / Dr. Tim Buehrer, DKI APCSS</li> <li>- Advanced Manufacturing Facilitators: Dr. Caitlin Lee, RAND / Dr. Bill Wieninger, DKI APCSS</li> <li>- Maintenance, Repair, &amp; Overhaul Facilitators: Dr. Cynthia Cook, CSIS / Dr. Srinu Sitaraman, DKI APCSS</li> <li>- Supply Chain Logistics Facilitators: Dr. Jonathan Caverley, U.S. Naval War College / Dr. Lami Kim, DKI APCSS</li> </ul>	<p>Maluhia Hall</p> <p>C101</p> <p>C102</p> <p>C103</p> <p>C104</p>

1500 – 1520	Networking Break	Maluhia Terrace
1520 – 1620	<p>Backbrief &amp; Discussion: <b>Overcoming obstacles, incentivizing success</b>  <i>Objective: Share outcomes from the working groups and discuss where perspectives are shared and where they diverge. Backbrief provided by APCSS facilitator.</i></p> <ul style="list-style-type: none"> <li>- Supply Chain Security</li> <li>- Advanced Manufacturing</li> <li>- Maintenance, Repair, &amp; Overhaul</li> <li>- Supply Chain Logistics</li> </ul> <p>Moderator: Dr. Christine Michienzi, CSIS</p>	Maluhia Hall
1620 – 1630	<p>Day One: <b>Closing Remarks and Announcements</b></p> <ul style="list-style-type: none"> <li>- CAPT Josh Taylor, USN, Military Faculty, DKI APCSS</li> <li>- Dr. Bill Wieninger, Professor, DKI APCSS</li> </ul>	Maluhia Hall
1630 – 1745	<p><b>Ice Breaker Reception</b></p> <ul style="list-style-type: none"> <li>- Informal, social period to continue conversations. Details will be provided at the workshop.</li> </ul>	Lanai

**FRIDAY, JANUARY 19, 2024**  
**DAY THEME: BUILDING A PATH FORWARD**  
*(DRESS: BUSINESS CASUAL – OPEN COLLAR / ALOHA ATTIRE)*

**Concept:** The second full day features plenary sessions to discuss policy requirements for expanded defense industrial base collaboration. Select countries will present their perspectives, best practices, and lessons learned in advancing interregional defense industrial collaboration. By the end of the day, participants will refine and prioritize the challenges. The workshop ends with commentary by the U.S. and other officials on the next steps for addressing these policy Recommendations.

TIME	EVENT	LOCATION
0800 – 0830	Networking and light refreshments	Maluhia Terrace
0830 – 0835	<b>Opening Remarks and Announcements</b> - CAPT Josh Taylor, USN, Military Faculty, DKI APCSS	Maluhia Hall
0835 – 0855	Plenary: <b>Reflections</b> <i>Objective: Participants share thoughts on the inhibitors identified Wednesday afternoon after having the opportunity to reflect upon the topic overnight.</i>  Moderator: Dr. Jonathan Caverley, U.S. Naval War College	Maluhia Hall
0855 – 0935	Distinguished Speaker: <b>U.S. Regional Sustainment Framework Overview</b> - The Honorable Christopher Lowman, Assistant Secretary of Defense for Acquisition and Sustainment (Sustainment), U.S. Department of Defense	Maluhia Hall
0935 – 0950	Networking Break	Maluhia Terrace
0950 – 1050	Plenary Session: <b>Overcoming Inhibitors to Collaboration – U.S. Perspectives</b> <i>Objective: Discuss recent innovations in Defense Industrial Base cooperation/lessons from Ukraine.</i> - Ms. Laura Cressey, U.S. Department of State Director, Office of Regional Security and Arms Transfers - Mr. Robert Helfant, Assistant Director for International Operations, Defense Security Cooperation Agency - Mr. Michael Laychak, Director, Defense Technology Security Administration - Mr. Eric Longnecker, Director, Department of Commerce’s Office of Strategic Industries and Economic Security  Moderator: Mr. Jed Royal, Principal Deputy Assistant Secretary (Indo-Pacific Security Affairs)	Maluhia Hall
1050 – 1105	Networking Break	Maluhia Terrace
1105 – 1225	<b>Partner Perspectives</b> <i>Objective: Discuss perspectives, best practices, and lessons learned in advancing interregional defense industrial collaboration.</i> - Australia - France - Japan - Korea - Lithuania - United Kingdom	Maluhia Hall

	Moderator: Dr. Caitlin Lee, RAND	
1235 – 1335	Working Lunch: <b>SME Presentations</b> <ul style="list-style-type: none"> <li>- Dr. Cynthia Cook, CSIS</li> <li>- Dr. Chris Michienzi, CSIS</li> </ul>	Lanai
1335 – 1445	<b>Brainstorming the Path Forward for the Next Three Years</b> <i>Objective: Identify concrete lines of effort by participant countries based on key areas discussed during the workshop.</i> <ul style="list-style-type: none"> <li>- Facilitator: Dr. Tim Buehrer, Professor, DKI APCSS</li> </ul>	Maluhia Hall
1450 – 1500	Networking Break	Maluhia Terrace
1500 - 1515	<b>Parting Thoughts</b> <i>Objective: Summarize workshop progress and offer thoughts on next steps.</i> <ul style="list-style-type: none"> <li>- Speaker: The Honorable Christopher Lowman, Assistant Secretary of Defense for Acquisition and Sustainment (Sustainment), U.S. Department of Defense</li> </ul>	Maluhia Hall
1515 – 1530	<b>Workshop Closeout</b> <ul style="list-style-type: none"> <li>- CAPT Josh Taylor, USN, Military Faculty, DKI APCSS</li> </ul> <b>Closing remarks</b> <ul style="list-style-type: none"> <li>- RADM (Ret) Pete Gumataotao, Director, DKI APCSS</li> </ul>	Maluhia Hall
1530 - 1545	<b>Workshop Survey and Evaluation</b>	Maluhia Hall