



Integrated Country Strategy

Denmark

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1. Chief of Mission Priorities

Denmark is one of America's closest allies. It is a founding member of NATO and has made important contributions to address significant security challenges, including fighting terrorism, defeating ISIS, and erecting a meaningful deterrent to aggression on NATO's eastern flank. Moreover, Denmark is the only Nordic country that, in addition to NATO, is also a member of the EU and Arctic Council, making it a natural partner for economic growth that boosts American prosperity and securing our interests in the Arctic. Our mutual interest in security and prosperity is anchored in deep social, cultural, and personal ties that go back to the founding of the Republic. These ties both create and sustain shared values that will continue to provide the foundation for U.S.-Denmark cooperation in addressing 21st Century challenges, even where our approaches differ. Our overarching mission is to enhance our already robust bilateral cooperation on security and economic issues, and to expand people-to-people interactions in order to achieve U.S. foreign policy priorities. In this way, Mission Denmark will contribute to better protecting the American homeland, promoting American prosperity, and preserving peace while advancing American values.

Denmark looks to the United States and NATO as the bedrock of its security. Extremism-inspired terrorist attacks in February 2015 reinforced Denmark's commitment to fighting terrorism, and Denmark, one of the first nations to join the coalition to defeat ISIS, made meaningful contributions in both Iraq and Syria and continues to support efforts to stabilize areas formerly held by that terrorist organization. Denmark similarly has continued its participation in the NATO Resolute Support Mission in Afghanistan, authorizing a 50 percent increase in personnel in 2018 to reach 155 personnel. On top of its participation in efforts to take the fight against terrorism to our enemies, Denmark is a superb counterpart in addressing terrorism and other transnational criminal and security threats to the American homeland, providing outstanding cooperation with U.S. law enforcement and security agencies.

Our concerns regarding Russia's bad actions in the Baltic region are shared by Denmark. The 2017 Danish Defense Intelligence Service Intelligence Risk Assessment concluded that Russia's "closed decision-making processes, willingness to take risks, and campaigns to influence Western public opinion add up to a Russia that will continue to pose significant security challenges going forward. A clear-eyed assessment of the threat posed by "a challenging and more assertive Russia" prefaced the 2018-2023 Defense Agreement among Danish political parties that halts reductions and begins modest increases in defense spending and budgets 20 percent of spending to acquire new equipment by the end of 2023. We agree with these views, and will continue to promote Danish contributions to supply a credible and robust deterrent along NATO's eastern flank, such as its 2018 participation with 200 troops in Enhanced Forward Presence in Estonia, four F-16s for Baltic Air Policing in Lithuania, and one command ship for Standing NATO Maritime Group 1 in the Baltic Sea. It is important that Denmark's contributions continue so long as the threat remains, and we expect this need to remain for at least the duration of this Strategy.

Denmark's latest Defense Agreement is an important step toward providing Danish forces with the means to meet the needs of the counter-terrorism and deterrence missions, but would amount to just 1.3 percent of GDP defense spending by 2023, far short of the 2.0 percent of GDP spending goal agreed to at the 2014 Wales Summit. Our enthusiasm for the new Defense Agreement is therefore tempered both by the continuing need for more investment to fill gaps in capabilities and the need for Denmark and other Allies to more equitably share the cost of our common defense. We will keep working with Denmark to address this shortfall in defense, while continuing to build on our outstanding cooperation to mitigate threats to our homeland and to U.S. citizens and facilities in Denmark.

The United States is Denmark's third-largest trading partner overall and the largest outside of the European Union. Although there was an overall U.S. trade deficit of \$3.4 billion in 2016, U.S. trade in services enjoyed a trade surplus of \$2.28 billion. We seek to improve upon this by working through local partners such as the American Chamber of Commerce in Denmark, the Confederation of Danish Industries, and other groups to assist U.S. companies to enter, compete, and win in Danish markets. Danish investments in the United States through 2016 accounted for some 70,000 U.S. jobs, and we will continue to promote America as an investment destination. Embassy Commercial and Consular services are closely integrated into this approach.

Our goal of enhancing our already robust cooperation with Denmark in order to protect the homeland, promote American prosperity, and preserve peace in Europe through strength requires that we double down on Embassy Copenhagen's dynamic people-to-people outreach. Danish commitment to the Transatlantic relationship for global stability and security is strong, as is the population's affinity for American products, ideas, and culture. We will therefore devote significant effort to cultivating goodwill in order to boost support for the U.S. priorities detailed above.

We are nonetheless aware of risks and obstacles to achieving our objectives. Broad public skepticism toward the Administration exists, even where actual policy divergence is narrow, such as in our approaches to developing renewable energy. Russian revisionism and efforts at disinformation may constitute a growing risk in the lead up to Denmark's national elections, which must take place by June 2019. Additionally, competing domestic agendas by partners in Denmark's current governing coalition as well as opposition parties include lower taxes, tighter domestic spending, and increased social services, which threaten to crowd out discussion on boosting defense investment. Finally, inchoate pressure for independence in the self-governing areas of Greenland and the Faroe Islands creates a risk that contentious and emotional discussions in these areas have a negative impact on nearly 70 years of U.S.-Denmark security cooperation, including in regards to the U.S. Air Base at Thule, Greenland.

These risks and potential obstacles underscore the importance of the Embassy's continued press to boost people-to-people ties. Reminding the public of our shared values in the face of challenges, both apparent and perceived, will buttress our efforts to increase security

cooperation and to promote U.S. prosperity through increased economic exchanges. Direct engagement requires a robust schedule of person-to-person contacts, yet the DCP funding we use to facilitate these contacts is substantially lower than it was a decade ago. Reversing this condition would provide the Embassy an important tool for achieving our objectives. Lastly, we wish to emphasize that none of these efforts can succeed without thorough support for management objectives. These objectives are integral to all other goals, and by right should be included under each of the other distinct goals.

2. Mission Strategic Framework

Mission Goal 1: Strengthen security through strategic partnership with Denmark

Mission Objective 1.1: Safeguard U.S. citizens, facilities and staff, and the homeland

Mission Objective 1.2: Leverage alliances to confront global, regional, and local threats to boost security, including in the Arctic region

Mission Goal 2: Promote American prosperity through economic cooperation

Mission Objective 2.1: Assist U.S. firms to compete and win in Danish markets, and attract Danish investment to create American jobs

Mission Objective 2.2: Create and amplify opportunities for U.S. emerging technologies to increase exports

Mission Objective 2.3: Leverage Consular services to increase tourism and investment in the United States

Mission Goal 3: Advance U.S. interests through direct engagement

Mission Objective 3.1: Increase Danish understanding of and support for U.S. policies and values through public diplomacy programs

Management Objective 1: Provide an effective platform for promoting and protecting U.S. interests by maximizing security for facilities and staff and reinforcing infrastructure.

3. Mission Goals and Objectives

Mission Goal 1: Strengthen security through strategic partnership with Denmark

Description and Linkages: One of our staunchest allies, Denmark's security concerns and goals are largely compatible with those of the United States. Maintaining our close foreign and security policy alignment, fostering Denmark's role in NATO and UN defense, peacekeeping and stabilization operations, and advancing Denmark as a hub for Nordic and Arctic policy coordination remain priorities. Despite a political consensus to increase defense spending, the relatively modest agreed-upon budget increase of 20% spread over six years ensures that Denmark will remain short of the 2014 Wales defense investment pledge of spending 2% of GDP and leave gaps in defense and security priorities. We will promote Denmark's continued contributions in Afghanistan, for stabilization in Iraq and Syria, and to boost contributions to NATO's deterrence efforts. We will assist Denmark to develop more effective, interoperable Danish military forces as well as encourage the purchase of American-made defense equipment to assist in continuing the modernization of its military.

Transnational threats such as terrorism, narcotics trafficking, trafficking in persons, import and export violations, and cyber-crime remain issues for Denmark and its neighbors. Our law enforcement team approach will focus on collaborating with Denmark to improve its response to cyber threats, sustain its counterterrorism efforts, including monitoring shifts in threats and supporting Denmark both operationally and analytically, and enhance its operational capabilities to combat transnational crime. We will work with Denmark to improve its ability to counter cybercrime and look for opportunities to cooperate against common enemies in this area.

Protecting American citizens and interests remains our Mission's first focus, and we will continue to build on our already outstanding bilateral cooperation to mitigate threats to the American homeland and to U.S. citizens and facilities in Denmark.

Linkage: This Mission Goal links to EUR JRS Framework Goal 1: Strengthen the Western Alliance.

Mission Objective 1.1 Safeguard U.S. citizens, facilities and staff, and the homeland

Justification: terrorism, malign influence, violent extremism and other transnational threats present challenges to the safety of the homeland. Protecting American citizens, the American homeland and U.S. citizens and facilities in Denmark remains our Mission's first priority, and we will continue to build on our already outstanding bilateral cooperation to mitigate threats. Indicators of continued successful U.S.-Denmark

cooperation include increased cooperation in transnational criminal cases and U.S. security initiatives combined with stronger information sharing and border security partnerships.

Mission Objective 1.2 Leverage alliances to confront global, regional, and local threats to boost security, including in the Arctic

Justification: Strengthening the Western Alliance to solve U.S. foreign policy and security challenges requires an “all hands on deck” approach and necessitates increasing capabilities through heightened defense spending and burden sharing. Indicators of a fruitful outcome are an increase in the level of Danish contributions to U.S.-supported activities abroad, including UN and NATO operations, and Denmark maintaining its commitment to international operations such as Operation Inherent Resolve (OIR), the D-ISIS coalition, the Resolute Support Mission, and other UN/NATO coalition operations.

Mission Goal 2: Promote American prosperity through economic cooperation

Description and Linkages: Denmark remains a prosperous, well-functioning economy and regularly ranks among the world’s top countries in which to do business. There has been a significant increase in the U.S. import of goods from Denmark while our exports to Denmark have remained fairly constant. The United States is Denmark’s third largest trading partner and its largest outside Europe. As Denmark enjoys a positive business cycle and growth, we will collaborate with the Danish government to advocate policies that promote continued free bilateral trade and investment and ensure a level playing field for Americans who do business or invest in Denmark. We will also work with the private sector to promote increased market share and export volume of U.S. goods and services and to attract foreign direct investment to the United States.

We will continue to provide high-quality services to U.S. firms interested in entering the Danish market or expanding existing activities there; host or participate in trade fairs and company promotions to increase awareness about U.S. goods and services; work with multiplier organizations including the American Chamber of Commerce, the Confederation of Danish Industry, local governments, industry and trade associations and American companies to identify new opportunities for U.S. products and services; assist U.S. firms to expand market opportunities in defense and security-related goods and services; promote the United States as a destination for Danish investment through the Department of Commerce’s "Select USA" initiative; and provide consular services to support resident American businesspeople and investors and to facilitate Danish investor travel to the United States. We will seek opportunities in all sectors, and will place particular emphasis on the digital economy,

innovation and entrepreneurship and energy efficiency products. We will also seek to broaden and deepen our economic ties with Greenland and the Faroe Islands.

Linkage: This goal links to EUR JRS Framework Goal 2: Strengthen and Balance the Transatlantic Trade and Investment Relationship.

Mission Objective 2.1: Assist U.S. firms to compete and win in Danish markets, and attract Danish investment to create American jobs.

Justification: Promoting a level playing field, fair trade, and market reciprocity to sustain America's competitive advantage and increase FDI in the United States remains a Mission top priority and is essential to national prosperity and job creation. A strong economic relationship will feature an improved investment climate for U.S. businesses, facilitate increased exports of U.S.-made goods and services and result in more partnerships between U.S. and Danish firms.

Mission Objective 2.2: Create and amplify opportunities for U.S. emerging technologies to increase exports.

Justification: Securing equal market access for transformative technologies developed in the United States is vital to the continued vibrancy of U.S. industry. Enhanced collaboration in innovative sectors and knowledge sharing with local entrepreneurs will promote and support U.S. emerging technologies and leverage U.S. knowhow.

Mission Objective 2.3: Leverage Consular services to increase tourism and investment in the United States

Justification: The Global Entry Program, Investor (E) visas and similar consular services are critical to attracting capital investments and promoting U.S. prosperity. Facilitation of these service in a streamlined and efficient manner will see job creation in the tourism industry and associated sectors, while attracting capital through programs like Global Entry or SelectUSA will promote American prosperity.

Mission Goal 3: Advance U.S. interests through direct engagement

Description and Linkages: Our top public diplomacy mission goals include keeping Danes as active and engaged partners in addressing global challenges. We will use direct engagement to build support for NATO, and Defeat ISIS, and to address Russian aggression and disinformation.

We will prioritize countering violent extremism programming and helping Denmark with integration and diversity, given that Denmark has one of the highest per capita numbers of foreign fighters in the EU and struggles to integrate its at risk Muslim immigrants/refugees. Programming will help strengthen U.S. ties with the Greenlandic population and we will pursue capacity building and exchange programs targeting Greenland's environmental, educational, and social challenges. We will promote U.S. leadership on entrepreneurship, science, renewable energy and trade to Danes. We will use innovative public diplomacy and youth outreach, employing an active social media presence and targeted campaigns to reach young and non-traditional audiences.

The Mission makes full use of all available media channels with particular emphasis on television and radio-based news shows, the major broadsheet newspapers, and social media. 76% of the population uses social media, with Facebook being by far the most popular platform, followed by LinkedIn and Snapchat. 97% of our target audience age group use social media. All major media outlets, politicians, parties, interest organizations and NGOs are present and active on social media. Post engages with target audiences on several platforms, produces original content, uses content from a variety of U.S. Government sources and non-U.S. Government sources, and often collaborates with host-country institutions to produce and distribute content. Post also monitors local social media to keep aware of debates and trends.

Linkage: This goal links to EUR JRS Framework Goals 3 and 4: Secure and Stabilize the Eastern and Southern Frontiers and Preserve Western Democratic Principles.

Mission Objective 3.1: Advance U.S. interests and policy goals through public diplomacy programs

Justification: Keeping Danish foreign and security policies aligned with our own, while strengthening our alliance to meet challenges inside and beyond Europe requires a sustained public diplomacy effort. While we continue to build and expand on public support for U.S. policy priorities a measure of success is an accurate and fair coverage of Mission security priorities; the tone of editorial and other commentary on policy priorities in Denmark's national newspapers and public opinion polls; the level of cooperation with key Danish institutions; and the ability to resist malign influence, counter disinformation, and increase cooperation against active measures.

4. Management Objectives

Management Objective 1: Provide an effective platform for promoting and protecting U.S. interests by maximizing security for facilities and staff and reinforcing infrastructure.

Justification: Copenhagen's chancery remains the Mission's top physical plant priority. Built in 1954, the chancery's most immediate physical challenge remains the lack of set-back, as the building is less than 40 feet from a major road, and pedestrian set-back is zero. Many of the chancery's critical systems (safety, security, and infrastructure) are aging and must be upgraded or replaced. Embassy Copenhagen is on the Bureau of Overseas Buildings Operations (OBO) "Top 80" list for New Embassy Compound (NEC) construction, though the project is currently listed as an "out-year" project, scheduled for execution in approximately 15 to 20 years.

The chancery's aging roof demands constant, time-consuming, and costly repairs and is scheduled to be replaced by OBO in summer 2018. The chancery's hodgepodge of "knob and tube" and more modern electrical systems can no longer effectively support the demands of our modern office equipment and communications systems. The building's "envelope" (façade, etc.) must also be renovated to gain efficiencies in heating and cooling as well as security enhancements.

To address these concerns, an OBO Select Improvements Project is underway in the final planning stages. Construction is slated to begin in mid-2019; duration will be approximately three years. The project's purpose is to resolve critical, "select" life-safety, security and operational deficiencies to bridge the current chancery until a NEC is built. Functional improvements will be implemented only when directly derived from life-safety, security, and operational improvements. In addition to the setback concerns, the risk of not performing this project is that major systems in the current chancery building will very likely fail long before Embassy Copenhagen moves to an NEC.