



Integrated Country Strategy

Norway

FOR PUBLIC RELEASE

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1. Chief of Mission Priorities

The U.S. Mission in Oslo seeks to deepen the already close relations between the United States and Norway in order to advance our shared strategic objectives in the region and in the world. We will partner with Norway to support a strong and free Europe, and to anchor the Western Alliance, while working together to address global challenges that threaten the security of the United States and our allies. My priorities include close cooperation with Norway on security and defense; trade and commerce; secure travel; people-to-people exchanges; Arctic issues; assistance to Americans; diplomacy in conflict areas; and security of Embassy personnel.

Defense cooperation is a top priority, particularly with the changing security environment in Europe. In addition to Norwegian contributions to NATO-wide efforts to secure Europe's eastern frontier and stabilize its southern frontier, Norway is the primary defender of NATO's northern flank and plays a critical role in maritime domain awareness. Maintaining a military that can support the Alliance's mutual defense guarantee, out of area deployments, and peace-keeping operations will require Norway to increase its investment in defense. We will continue to emphasize the criticality of achieving the 2 percent of GDP target for NATO members' defense spending. Given the relatively small size of Norway's armed forces, we will focus in particular on military contributions where Norway enjoys a comparative advantage.

Norway's proximity to Russia, and its history of pragmatic relations with Moscow, enables unique cooperation between the United States and Norway in addressing Russian activities in the High North and elsewhere. Norway supports sanctions regimes and other measures taken in response to Russian aggression, even as it seeks to cooperate with Russia on fisheries, search and rescue, the environment and border management. We will encourage continued assistance to Ukraine and support for European energy security, leveraging Norway's position as the second-largest supplier of gas to Europe. We will continue to urge Norway to oppose the Nord Stream 2 pipeline and to look favorably on development of BalticPipe to ensure diversity of energy supply to Europe.

Norway is a well-established trading partner, despite a limited domestic market for U.S. goods; Norway's purchase of 52 F-35 Joint Strike Fighter aircraft means not only acquiring airframes but also participating in pilot training programs in the United States. Norway is among the fastest-growing investors in the United States, including through portfolio elements of its very large and well-managed sovereign wealth fund. We will continue to advocate for bilateral alignment in trade, intellectual property protection, and fair market access. We will promote U.S. models of innovation and seek to identify new opportunities for U.S. companies in Norway.

We will work with Norway to enhance security measures which are essential to its continued participation in the Visa Waiver Program. We will encourage Norway to make full use of its strengthened counterterrorism legislation, and to take other steps to address foreign terrorist fighters. The government of Norway, together with municipalities, is actively engaged in countering violent extremism, including through regional and international networks.

We have active programs of engagement with the Norwegian public on issues ranging from education, entrepreneurship, exchange programs, diversity and inclusion to innovation and Arctic environmental sustainability. Our target audiences include minority communities and girls. We will engage the next generation of leaders through the Young Ambassadors and “Meet America” programs and strive to raise the profile of the Fulbright program. Having successfully advocated for expanded Norwegian financial support for university study abroad, we now have an opportunity to increase the number of Norwegian students in the United States. We will step up our media outreach, both traditional and social media, to explain U.S. policy and address issues affecting the image of the United States.

The High North (Arctic) is fundamental to Norwegian national identity, and a pillar of Norwegian foreign, domestic and security policy. Norway is a member of the Arctic Council and host of the Arctic Council Secretariat in Tromsø. We will work to counter growing Russian and Chinese influence in the Arctic. We will engage Norway on all aspects of High North policy, including the environment, fisheries, resource development, and sustainable communities.

We have no higher priority than the protection of American citizens in Norway. We will continue to provide both routine and emergency consular services to American citizens, with an emphasis on outreach and crisis preparedness.

Norway is recognized as a trusted facilitator of peace and reconciliation in conflicts around the world, including in the Middle East, Afghanistan, South Sudan, and Colombia. Norway’s “brand” as a peace-builder is enhanced by its generous development aid. Norway has also shown readiness to move nimbly in support of key U.S. and international initiatives, for example, by assisting in the removal of Syria’s chemical weapons in 2014. We will encourage Norway to sustain its expeditionary approach to diplomacy.

Norway is truly one of our closest, most committed allies and all our efforts will be directed towards recognizing and enhancing our close cooperation in myriad areas of engagement. Our relationship with Norway is close, but we will continue to strive to strengthen the special bond between our respective nations.

2. Mission Strategic Framework

Mission Goal 1: Norway contributes to European security and to addressing global challenges

Mission Objective 1.1: The U.S. government's partnership with Norway will contribute to meeting shared global and regional security challenges, including by meeting NATO's 2% of GDP target, thus strengthening NATO and securing and stabilizing Europe's borders.

Mission Objective 1.2: The U.S. government will partner with Norway to address specific challenges such as violent extremism, terrorism, Russian malign influence and aggression, and cyber threats.

Mission Objective 1.3: The U.S. government will partner with Norway in the Arctic to secure NATO's Northern Flank, and promote the sustainable development of Arctic communities.

Mission Goal 2: U.S.-Norway trade and investment contribute to economic growth and prosperity in the United States and Norway, also benefiting partners around the world

Mission Objective 2.1: The Mission will contribute to economic growth in the United States and Norway by promoting free, fair and reciprocal trade, advancing U.S. commercial policy and interests, promoting private sector innovation, and partnering to build a sound business environment throughout the world.

Mission Objective 2.2: The Mission will promote and protect U.S. business interests in Norway while encouraging and facilitating growing Norwegian investments in the United States.

Mission Goal 3: Norwegian public understands and supports the United States and U.S. policies

Mission Objective 3.1: The Mission will build strategic relationships across the private sector, government and civil society to promote American values and priorities, foster understanding of U.S. policies, and encourage the integration of immigrants and refugees.

Mission Objective 3.2: The Mission will support U.S. citizen interests in Norway, and will facilitate legitimate travel to the United States, including for educational, commercial, and cultural purposes, and to deepen ties.

Management Objective 1: Seek innovative, low-cost ways to accommodate growth of federal agencies at post.

3. Mission Goals and Objectives

Mission Goal 1: Norway contributes to European security and to addressing global challenges.

Description and Linkages: Supporting a strong and free Europe is a key U.S. priority. Urging Norway to meet NATO's 2% of GDP target not only increases NATO funding, and increases NATO's capabilities, but also sets an example to other NATO members and encourages them to follow suit. Working with Norway on defense cooperation, combatting Russian aggression and influence, and addressing global challenges directly supports

- **2018-2022 Joint Strategic Plan (JSP) Goal 1:** Protect America's Security at Home and Abroad
- **European Joint Regional Strategy Goal 1:** Strengthen the Western Alliance
- **European Joint Regional Strategy Goal 3:** Secure and Stabilize the Eastern and Southern Frontiers.

Mission Objective 1.1: The U.S. government's partnership with Norway will contribute to meeting shared global and regional security challenges, including by strengthening NATO and thus securing and stabilizing Europe's borders.

Justification: Norway, as a staunch NATO ally, is committed to maintaining a military that can support the alliance's mutual defense guarantee while also participating effectively in out-of-area deployments. Strengthening NATO capabilities to respond to global security threats will require Norway to significantly increase investment in defense while preserving interoperability with U.S. and other allied forces. We will strongly urge key Norwegian decision-makers to increase defense spending to meet the Wales Summit pledge of spending 2% of GDP on defense by 2024. Norwegian officials note that Russia's increased projection of military power in the north Atlantic, present particular challenges to international peace and security that require next generation equipment (e.g. P8 aircraft) and changes to NATO's command structure.

Facilitating peace and reconciliation lies at the core of Norwegian foreign policy and is complemented by a generous humanitarian assistance and development aid budget of approximately 1% of Norway's GDP. A major international conflict mediator, Norway maintains access to interlocutors on both sides of disputes. Both the United States and Norway recognize the importance of promoting democratic institutions, the rule of law and respect for human rights to preserve regional and global stability. Cooperation with Norway in these areas enhances the United States' ability to implement policy priorities, further our strategic interests, and strengthen fragile states.

Mission Objective 1.2: The U.S. government will partner with Norway to address specific security threats such as violent extremism, terrorism, Russian malign influence and aggression, and cyberattacks.

Justification: Norwegian security services have stated publicly that the threat from terrorists has grown in the last several years. There is also increasing awareness of the vulnerability of

Norwegian systems to cyberattacks. We will encourage Norway to contribute to multilateral counterterrorism efforts, track initiatives to counter extremism, and lend support where we can. In addition, we will urge Norwegian officials to strengthen Norway's implementation of bilateral data-sharing agreements and help provide U.S. expertise to enable Norway to develop effective approaches to cybersecurity.

Norway strongly supports transatlantic unity and is cognizant of Moscow's attempts to spread disinformation, sow division among allies, and destabilize Ukraine. We will urge Norway to maintain all applicable sanctions against Russia and continue its support for Ukraine. The second largest supplier of gas to Europe, Norway plays a key role in European energy security and we will encourage Norway to continue to provide alternatives to Russian gas.

Mission Objective 1.3: The U.S. government will partner with Norway in the Arctic to secure NATO's Northern flank and promote the sustainable development of Arctic communities.

Justification: Norway views the Arctic as its number one strategic and foreign policy priority. Occupying NATO's northern flank, the Norwegian Arctic and territorial waters are crucial to the defense of Europe and we will actively work with Norway, including through regular training and exercises, to maintain a strong deterrent in the region. At the same time, Norway seeks to keep the border area with Russia stable and predictable; it can use its longstanding cooperation with Russia in the High North to maintain open lines of communication and domain awareness.

As one of five Arctic coastal states and one of eight member states in the Arctic Council, Norway has a significant voice on Arctic issues of interest to the United States. Eighty percent of Arctic traffic passes through Norwegian territorial waters, and warming of the Arctic is predicted to have a major impact on human activities, including global trade routes. Increased economic activity provides both opportunities and challenges for the responsible use of Arctic resources. We will highlight the shared interests of the United States and Norway in the Arctic and serve as a conduit of information to promote the sustainable development of communities in the region.

Mission Goal 2: U.S.-Norway trade and investment contribute to economic growth and prosperity in the United States and Norway, also benefiting partners around the world

Description and Linkages: Norway's main trading partner is the European Union, but it is one of the fastest growing investors in the United States, mainly via its very large and well-managed sovereign wealth fund. Promoting and deepening trade and investment ties directly supports

- Joint Strategic Plan Goal 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation by ensuring a level playing field in the U.S.-Norway trade relationship.
- European Joint Regional Strategy Goal 2: Strengthen and Balance the Transatlantic Trade and Investment Relationship.

Mission Objective 2.1: The Mission will contribute to economic growth in the United States and Norway by promoting free, fair and reciprocal trade, advancing U.S. commercial policy and interests, promoting private sector innovation, and partnering to build a sound business environment throughout the world.

Justification: Creating economic prosperity in the U.S. is necessary for American national security and influence abroad. Free, fair and reciprocal trade relations are a key component of the Administration's strategy to promote American prosperity. With a strong economy largely based on successful use of natural resources, a position as a leading energy and maritime nation, an active NATO member, and a tradition of international engagement, rule of law and transparency, Norway is a well-established trading partner, despite the limited domestic Norwegian market.

We will collaborate with Norway to tap into this growth by continuing to promote U.S. exports through raising awareness of U.S. products and services and facilitating specific export opportunities. We will do the same for investment in the United States. Attention will be given to the Department of Commerce priority industry sectors in Norway 1) defense and aerospace, 2) offshore energy (oil, gas, renewables) and maritime technologies, and 3) digital technologies, e-commerce and cybersecurity, as well as special focus areas and initiatives for Europe, including: 1) Advanced Manufacturing, 2) Digital Economy, 3) Smart Cities, and 4) Fair and Secure Trade (FAST). To be fully successful, we must deal with several challenges. As a member of the European Economic Area (EEA), Norway's largest trading partners are in Europe. To further develop U.S.-Norway trade, we would need to align our regulatory regimes with Norway's just as we would need to do with the EU. This means advocating vigorously for better bilateral alignment in trade, intellectual property protection, and fair market access, for example through commercial dialogues like the Informal Commercial Exchange (ICE) talks.

Although Norway has a technologically advanced economy, innovation and entrepreneurship do not generally drive it. In order to connect Norway to the most nimble and vibrant sectors of the U.S. economy, we must promote the development of an entrepreneurial and innovation-friendly technology sector. We will do this by exposing the Norwegian public and private sectors to American leaders, by cross-leveraging existing government-to-government cooperation, and by working with U.S. and Norwegian entrepreneurs and financiers to enrich the environment for innovation.

Norway's strong position in the oil and gas, seafood and shipping industries and its geographic proximity to Russia, and recent interest in opportunities in Iran, makes the issue of international sanctions a priority. We will therefore continue our dialogue about U.S. sanction regimes with different key players. We will also step up monitoring developments for Chinese trade and investment interests in Norway, including as a result of the ongoing FTA negotiations. We will have a particular focus on Section 301 and 232 tariffs and other relevant enforcement and compliance mechanisms.

Mission Objective 2.2: The Mission will promote and protect U.S. business interests in Norway, while encouraging and facilitating growing Norwegian investments in the United States.

Justification: Norway is one of the largest investors into the United States and is one of the focus markets for SelectUSA, the U.S. government's program to promote and facilitate business investment in the United States. With a large and well-managed sovereign wealth fund, Norway also is an active investor worldwide with a rapidly growing and diversifying portfolio. In 2017, around 37 % of Norway's \$1 trillion sovereign wealth fund was invested in the United States and in U.S. companies. In addition, Norway was the 12th largest European foreign direct investor in the United States, with an FDI stock of \$27 billion. We will continue encouraging and facilitating growing Norwegian investments in the U.S. and will especially target industry sectors of particular interest to Norwegian investors: 1) Energy – oil and gas extraction, renewables; 2) Defense and aerospace technologies; 3) Energy-intensive manufacturing, including specialty metals; 4) Information and communication technologies, including software; 5) Industrial machinery; 6) Healthcare technologies; 7) Business Services; and 8) Transportation.

Mission Goal 3: The Norwegian public supports the United States and U.S. policies.

Description and Linkages: Norwegians generally view the United States, and U.S. policies, favorably. Recent changes in some U.S. policies, however, including on immigration and trade, have resulted in fewer Norwegian students and companies choosing the United States as the next logical step in their education or business development. This Mission Goal indirectly supports JSP and European Joint Regional Strategy Goals focused on strengthening ties, promoting Western democratic principles, and promoting economic growth and job creation. This includes, but is not limited to, Fulbright and study abroad programs; programs like Young Ambassadors and Meet America which engage the next generation of Norwegian leaders; entrepreneurship and innovation; and diversity and inclusion programs. Both social and traditional media efforts will explain U.S. policy and address issues affecting the image of the United States.

Mission Objective 3.1: The Mission will build strategic relationships across the economy, government and civil society to promote American values and priorities, foster understanding of U.S. policies, and encourage the integration of immigrants and refugees.

Justification: The Norwegian population has traditionally held positive views towards the United States, especially on non-political matters, but a November 2017 poll showed a dip in the number of people who have a favorable view of the United States to 49 percent. The last poll in 2011 showed that two-thirds of Norwegians had a favorable view of the United States. We cannot take for granted continued support by the Norwegian population for the United States and U.S. policies.

Younger generations may not share the same assumptions that their parents and grandparents did, and may focus on differences with U.S. policies rather than our shared values. We therefore also prioritize reaching younger audiences, particularly students, and all Norwegians under the age of 35. Post has a full suite of youth outreach programs designed to capitalize on U.S. strengths while bringing young people closer to today's America. Post seeks to engage new diverse young audiences via sports diplomacy, building on Norwegians' love of outdoor activities, particularly winter sports. Professional and educational exchanges are one of our most effective tools for both reshaping

misperceptions in the short term and building solid relationships with alumni in the long term. To promote education in the United States, Post utilizes EducationUSA Norway, our primary education outreach program. The program sponsors events, fairs, and shares relevant information online and in person, together with our EducationUSA Norway local partner, the Norway-America Association. We will continue to work with other relevant academic/exchange organizations to reach more students and attend/host more events.

Mission Objective 3.2: The Mission will support U.S. citizen interests in Norway, and will facilitate legitimate travel to the United States, including for educational, commercial and cultural purposes, and to deepen ties.

Justification: The protection and support of U.S. citizen interests remains the top priority for Missions overseas. An estimated 30,000 U.S. citizens are resident in Norway, with large concentrations in Norway's major urban centers and smaller populations spread throughout the country, including as far north as Svalbard, at a distance of 1,250 miles from the Embassy in Oslo. In addition, the number of Americans traveling to Norway annually for tourism or business has increased by more than 100% from 2013 to 2017, reaching an estimated high of more than 65,000 U.S. citizen visitors in 2017. These visitors include a large volume of cruise ship traffic, featuring lengthier seasons, larger vessels, and itineraries that stretch further along Norway's coastline and into the Arctic. On land, participation in adventure tourism continues to increase, ranging from more traditional skiing, hiking, and camping trips to base-jumping, mountain climbing, and Arctic exploration. The popularity of these remote locations and extreme activities among U.S. citizens has made planning for and providing emergency services more challenging, given the great distances and isolated locations involved. Recent incidents, such as a fire onboard a coastal cruise ship in 2011, indicate the need for continued crisis preparation and coordination with local authorities. In addition to tourists traveling to Norway, the rise of Norwegian Air International as a low-cost international air carrier has sharply increased the volume of U.S. citizens transiting Norway. This overall increase in volume of U.S. citizens in Norway has led to an increased demand for both routine and emergency services from the American Citizen Services unit. The ACS unit primarily provides these services from the Embassy in Oslo, as well as locally on annual outreach trips to Bergen, Stavanger, Trondheim, and select other cities. However, recent changes in Norway's financial sector have eliminated the option for remote payment for these services, necessitating all U.S. citizens travel to Oslo to make an in-person payment, sometimes at great personal cost. The ACS unit is working with Consular Affairs to develop a pilot online payment program to address this issue.

The efficient facilitation of legitimate travel is the standard expected by the Norwegian public and by the Department of State, Congress, and the President. Demand for non-immigrant visas has remained relatively steady over the past 5 years. Just over 13,000 visa applications were processed in FY2017 for tourists, business travelers, students, exchange visitors, workers, performers, journalists, entrepreneurs and officials. With immigrants comprising over 15% of Norway's population, applications from third-country nationals constitute about one third of the Mission's complex visa workload. Processing visas as efficiently as possible, without compromising our national security, is critical to maintaining a competitive and secure travel and tourism industry in the United States.

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Approved: August 8, 2018

4. Management Objectives

Management Objective 1: The Management Section will seek innovative, low-cost ways to accommodate Department of Homeland Security (DHS) U.S. Direct Hire (USDH) employees required to staff a Preclearance Program at Oslo Gardermoen Airport by 2020.

Justification: By 2020, DHS plans to have a Preclearance operation in place at Oslo Gardermoen Airport. This will increase the total USDH population by about one third, from 61 at present to 81. This will require negotiating the terms of the new contingent's presence in Oslo with the Government of Norway (GON), including the special requirements for privileges and immunities required by this law-enforcement group. It also will require planning for providing support needs at a Mission whose management platform is thinly staffed relative to the supported population.