



# Integrated Country Strategy

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India

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## **1. Chief of Mission Priorities**

The U.S.-India relationship is critical to America's security and prosperity in the 21st century. With one-sixth of the world's population, a commanding location astride some of the globe's most important sea lanes, and a growing economy. India is already important to U.S. interests in the Indo-Pacific, South and Central Asia, and the Middle East. This importance will increase as India becomes the world's third-largest economy by 2030, and expands its roles and responsibilities. For all of these reasons, the United States has a stake in India's success, as the Administration's National Security Strategy and Indo-Pacific Strategy make clear. We seek to grow and institutionalize a comprehensive global strategic partnership, based on shared interests, that will support regional security, stability, and development as India becomes a major player on the global stage.

As much as U.S.-India relations have improved over the last two decades, the potential of the partnership requires even more ambition. We must take full advantage of the many opportunities for bilateral cooperation in virtually every field of human endeavor, ranging from trade to security to energy, science, technology, and health. Because of this great breadth of shared interests, developing the U.S.-India partnership requires a whole-of-government effort in the United States, and across Mission India, comprising Embassy New Delhi and our Consulates General in Chennai, Hyderabad, Kolkata, and Mumbai. This Integrated Country Strategy mobilizes the full range of U.S. government agencies and tools to advance and build out this key relationship of the 21st century.

Increasing prosperity in both countries is a central component of our efforts. India's economic growth should improve the quality of life for its people, potentially raising millions out of poverty. It can also help connect the Indo-Pacific region and power the global economy, creating opportunities for American companies. Although India has liberalized some aspects of its investment policies and improved the ease of doing business, many of its practices continue to create barriers that restrict trade and investment and hamper U.S. exports. Market access is limited, and the regulatory environment is still difficult, burdensome, and unpredictable. We seek to strengthen the growth of our two economies by increasing trade and investment with India, as well as promoting greater Indian investment in the United States. We will also support India's efforts to adopt reforms, promote sustainable and inclusive growth, foster innovation and entrepreneurship, and improve the lives of its people.

Our two nations will safeguard our citizens by protecting our borders and working together to combat terrorism and criminal activities. At the same time, we will work with India to increase the capacity of its health systems and support India's role in global health security, which will be to the benefit of everyone. Expanding joint research and cooperation on health and the environment; supporting scientific exchanges; and encouraging collaboration on innovation will

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build confidence and enhance prosperity. We will also continue to serve American citizens in India as well as protect Americans at home by ensuring the safety of exports of food and medicine to the United States. We seek to transform our cooperation with Indian counterparts from working in parallel to fully integrated efforts that address common challenges – bilaterally, regionally, and globally.

Democracy, pluralism, and a commitment to a rules-based international order make the United States and India natural partners. Building out the U.S.-India relationship will require sustained efforts to continue expanding our people-to-people ties, which already form the bedrock of the relationship. From strengthening mutual understanding to enhancing cooperation on education to promoting greater travel and tourism, we will work to create opportunities for Americans and Indians to experience the tangible benefits of our partnership. We will also support Indian global engagement that promotes regional stability, development, and the rules-based order, both in international fora and through various forms of multilateral activities.

The United States and India will use our defense partnership to promote security in the Indo-Pacific region and beyond. We want to expand India's defense capacity and our joint capabilities, and increase the interoperability of our forces. Working with a flexible and open group of like-minded partners, the United States seeks to build the capacity to address common threats and challenges. India's success as a net provider of security in the Indian Ocean and its vicinity will support U.S. interests and those of our allies and partners.

Building out the U.S.-India partnership will require adjustments in both governments. Despite efforts over the past two decades, much of our engagement and posture remains more suited to where we have come from than where we need to go. In many areas of the relationship, we remain hampered by suspicion, hesitation, and a surprising lack of cooperation that undermines our common interests. Pursuing the next stages of our evolving partnership will require India's full support, including on necessary upgrades to our facilities and expansion of our staffing that will enable us to provide the resources commensurate with the importance of the bilateral relationship. We are aware of the challenges and the need to adjust plans and objectives as new opportunities and threats emerge, but we are convinced that the great benefits to the United States of transforming our partnership with India are worth the investment and effort. The history of the 21st century will largely be the story of the Indo-Pacific region, and the trajectory of the U.S.-India relationship will be one of the most important chapters. Let's get the first draft right.

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## 2. Mission Strategic Framework

**Mission Goal 1:** Ensure our prosperity by supporting trade, investment, and economic reform; promoting energy security, modernizing agriculture, and improving health; and harnessing the entrepreneurial and innovative spirit of our societies.

**Mission Objective 1.1:** Increase U.S. export of goods and services to India and Indian investment into the United States.

**Mission Objective 1.2:** Support India's economic reforms that lead to sustainable growth.

**Mission Objective 1.3:** Promote technology innovation and entrepreneurship for inclusive growth and development in India. (Incorporates DO 3)

**Mission Goal 2:** Safeguard our people by protecting them from terrorism, crime, trafficking, disease, environmental dangers, and other threats.

**Mission Objective 2.1:** The United States and India increase capacity to disrupt terrorist and criminal activities that threaten mutual interests in the South Asia region.

**Mission Objective 2.2:** Increase India's capacity to improve the health of its vulnerable populations and participate in global health security efforts. (Incorporates DO 1)

**Mission Objective 2.3:** Increase safety of American citizens in the United States and in India.

**Mission Goal 3:** Reinforce our democratic values by broadening the relationships between our governments and citizens to deepen trust and create new opportunities for our people to experience the tangible benefits of our partnership.

**Mission Objective 3.1:** India and the United States expand avenues to strengthen the people-to-people relationship.

**Mission Objective 3.2:** Encourage India to play a leading role in supporting and promoting stability, connectivity, and maintenance of the international rules-based order in the Indo-Pacific region and beyond with the United States and its partners. (Incorporates DO 3)

**Mission Goal 4:** Provide for the common defense by expanding our strong and growing Major Defense Partnership in order to improve U.S.-Indian interoperability, build defense capacity and combined capabilities, and work with like-minded partners to ensure regional security.

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**Mission Objective 4.1:** Expand defense and security cooperation to help India provide security to the Indo-Pacific region and beyond.

**Mission Objective 4.2:** Work toward India viewing the United States as the partner of choice for defense procurement and defense industry cooperation.

**Management Objective 1:** Improve Mission India's facilities to effectively support U.S. government goals and requirements.

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### 3. Mission Goals and Objectives

**Mission Goal 1 Ensure our prosperity by supporting trade, investment, and economic reform; promoting energy security, modernizing agriculture, and improving health; and harnessing the entrepreneurial and innovative spirit of our societies.**

**Description and Linkages:** Mission Goal 1 supports the National Security Strategy, the Department of State/USAID Joint Regional Strategy for South and Central Asia (Joint Regional Strategy), and the Indo-Pacific Framework. The goal and its corresponding objectives seek to advance the U.S.-India economic relationship toward a free and open Indo-Pacific by pursuing fair and reciprocal trade, promoting market-based economics, and fostering sustainable development. We endeavor to ensure U.S. and Indian prosperity as Indo-Pacific nations by supporting reforms that expand market access for U.S. products and promote sustainable growth, encouraging greater Indian investment in the United States, and stimulating innovation across a range of sectors.

**Mission Objective 1.1 Increase U.S. export of goods and services to India and Indian investment into the United States.**

**Justification:** Increasing U.S. exports and attracting Indian investment creates jobs for American citizens; provides quality goods and services, including valuable inputs, to support India's development; and helps bring our countries closer together as partners. The deep commercial engagement with India is a testament to our bilateral relationship and points to the extensive people-to-people ties we share. A decreasing growth rate of both U.S. exports to India and Indian investment to the United States would not only have negative impacts on the U.S. economy and job creation in the United States, but hamper our commercial and economic partnership with India and our ability to implement the commercial elements of the Indo-Pacific Strategy.

**Mission Objective 1.2 Support India's economic reforms that lead to sustainable growth.**

**Justification:** Economic reforms will help to increase export opportunities in India for U.S. companies, and provide stability and opportunity in this major emerging economy. Sustainable economic growth in India will lessen the likelihood of spillover of health, environmental, refugee, and security problems beyond India's borders, and enable India to be a positive stabilizing force in the Indo-Pacific region.

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**Mission Objective 1.3 Promote technology innovation and entrepreneurship for inclusive economic growth and development in India.**

**Justification:** Natural resource scarcities, a growing population, and escalating demands for improvements in the delivery of basic services will require India to deliver development results faster, cheaper, more effectively, with broader impact, and more sustainably. Technology innovation and entrepreneurship are imperative for tackling India's pollution challenges and is an area where the United States has significant strengths. By promoting technology innovation and entrepreneurship that can help India achieve development results, we strengthen U.S.-India collaboration and contribute to a prosperous and stable India and Indo-Pacific region.

**Mission Goal 2 Safeguard our people by protecting them from terrorism, crime, trafficking, disease, environmental dangers, and other threats.**

**Description and Linkages:** Mission Goal 2 supports the National Security Strategy, the National Defense Strategy, the Joint Strategic Plan, the Joint Regional Strategy, the South Asia Strategy, and the Indo-Pacific Framework. The goal and its corresponding objectives seek to protect American citizens at home and promote regional stability by increasing security and law enforcement cooperation, promoting global health security, ensuring safety of food and drug exports to the United States, and working to resolve international child abduction cases with our Indian partners.

**Mission Objective 2.1 The United States and India increase capacity to disrupt terrorist and criminal activities that threaten mutual interests in the South Asia region.**

**Justification:** Deeper and more frequent cooperation and informational exchange with India on security, counterterrorism, and law enforcement issues serve the U.S. national interest. The nexus among terrorism, narco-trafficking, trafficking in persons, and cross-border crime in the South Asia region increases the importance of improved coordination with law enforcement, judicial, and security organizations.

**Mission Objective 2.2 Increase India's capacity to improve the health of its vulnerable populations and participate in global health security efforts.**

**Justification:** Global health security is critical to the well-being of the United States and its citizens. Infectious diseases spread more quickly than ever before, as evidenced by the Ebola, Zika, Novel Coronavirus COVID-19, and bird flu outbreaks. New bacteria and viruses are emerging, and others are growing resistant to existing antibiotics. Increasing India's capacity to prevent and contain infectious threats that can cross borders protects the American and Indian people, and the global community. Further, improving the overall health and well-being of India's vulnerable populations will significantly enhance efforts to reduce the country's risk for

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disease and death. With an overall healthier population, India can focus resources on prioritized country health concerns and sustainable health security initiatives and development measures. As a significant healthcare service provider and source of industry innovations, India's vast private sector is an important partner to advance health and development outcomes. Strengthening India's capacities to collaborate on regional health initiatives would benefit India and other countries in the region.

**Mission Objective 2.3 Increase safety of American citizens in the United States and in India.**

**Justification:** Our fundamental responsibility is to protect U.S. citizens. India is one of 12 countries cited for demonstrating a "pattern of noncompliance" as defined in the Sean and David Goldman International Child Abduction Prevention and Return Act of 2014, 22 U.S.C. § 9111. This objective seeks to improve cooperation with our Indian partners on international child custody cases involving U.S. citizens.

**Mission Goal 3 Reinforce our democratic values by broadening the relationships between our governments and citizens to deepen trust and create new opportunities for our people to experience the tangible benefits of our partnership.**

**Description and Linkages:** Mission Goal 3 supports the National Security Strategy, the Joint Regional Strategy, and the Indo-Pacific Framework. The goal and its corresponding objectives seek to create new opportunities for U.S. and Indian citizens to experience the benefits of our partnership by expanding people-to-people ties. They also seek to reinforce the shared interest in a free and open Indo-Pacific by encouraging India to play a leading role in supporting and promoting stability, connectivity, and maintenance of the international rules-based order in the region.

**Mission Objective 3.1 India and the United States expand avenues to strengthen the people-to-people relationship.**

**Justification:** People-to-people ties are the bedrock of the U.S.-India bilateral relationship. The history, depth, and breadth of our people-to-people relationship is unique among India's partnerships. As other countries increasingly turn to soft power to compete for India's time and attention, we seek to expand our robust exchanges and collaboration to further strengthen and advance the U.S.-India strategic partnership.

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**Mission Objective 3.2 Encourage India to play a leading role in supporting and promoting stability, connectivity, and maintenance of the international rules-based order in the Indo-Pacific region and beyond with the United States and its partners.**

**Justification:** Our common interests in the Indo-Pacific region and beyond make the U.S.-India relationship a vital one for the 21<sup>st</sup> century. Through enhanced cooperation, both bilaterally and on the world stage, our countries will uphold a rules-based, democratic order that promotes freedom of navigation, respect for sovereignty and territorial integrity, economic connectivity, and security.

**Mission Goal 4 Provide for the common defense by expanding our strong and growing Major Defense Partnership in order to improve U.S.-Indian interoperability, build defense capacity and combined capabilities, and work with like-minded partners to ensure regional security.**

**Description and Linkages:** Mission Goal 4 supports the National Security Strategy, the National Defense Strategy, the Joint Regional Strategy, and the Indo-Pacific Framework. The goal and its corresponding objectives seek to expand defense and security cooperation with India, a Major Defense Partner of the United States, to counter common threats and ensure stability in the Indo-Pacific region. We will accomplish this by enhancing interoperability and working toward India viewing the United States as the partner of choice for defense procurement and defense industry cooperation.

**Mission Objective 4.1 Expand defense and security cooperation with India to enhance interoperability, and help India provide security to the Indo-Pacific region and beyond.**

**Justification:** India is a Major Defense Partner of the United States, but it is not a defense ally. Accordingly, the United States and India must be more deliberate about plans and intentions to ensure policies are aligned to optimize shared security interests in the Indo-Pacific region.

**Mission Objective 4.2 Work toward India viewing the United States as the partner of choice for defense procurement and defense industry cooperation.**

**Justification:** Achieving our shared goals can best be accomplished when other nations are more familiar with U.S. equipment, personnel, and operational procedures. By serving as India's partner of choice, the United States can mitigate the influence of other nations which would use defense cooperation leverage to undermine U.S. interests.

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## 4. Management Objectives

### **Management Objective 1 Improve Mission India's facilities to effectively support U.S. government goals and requirements.**

**Justification:** Infrastructure support is critical for Mission India to successfully implement the strategic goals and objectives outlined in this strategy. The introduction of Marine Security Guard (MSG) Detachments for Consulate General Kolkata, Hyderabad, and Chennai; major construction projects in New Delhi, Hyderabad, and Chennai; and planning for new consulate compounds in Kolkata and Chennai will provide a safe and secure work environment for our personnel, and enable the Mission to accommodate the staffing required to further our bilateral relationship. While construction takes place, we will work to maintain morale and operational effectiveness toward achievement of Mission goals and objectives. Ensuring the health and safety of Mission personnel is our top priority. Our personnel live and work in cities with some of the worst air pollution levels in the world. Municipal water management, both flood and drought, poses a significant risk to carrying out our diplomatic mission. We will continue mitigation efforts to ensure healthy indoor air quality in our offices and residences, as well to ensure adequate supplies of potable water. In a Mission with over 2,000 employees, more than 30 agencies and offices, and four consulates, communication is key to achieving strategic goals. To ensure effective communications and boost morale, we will upgrade information management systems by increasing bandwidth and modernizing our infrastructure, enhancing connectivity and emergency communications capabilities, and expand diplomatic mail processing through the implementation of a Mission-wide Diplomatic Post Office.