



Integrated Country Strategy

India

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1. Chief of Mission Priorities

The U.S. Mission to India is committed to achieving and leveraging President Biden's goal of a U.S.-India strategic partnership that is a force for global good. The relationship rests on a solid foundation built by multiple administrations over the last two decades and on the goodwill of both of our nations. India's size, location, talents, and role on the world stage make the country and its development uniquely important to U.S. interests, including to working families in America. Cooperation with India strengthens our security, bolsters our prosperity, and enriches our society. An enormous range of Americans have a stake in this relationship and expect further progress in achieving the full potential of U.S.-India ties.

In fact, the world depends on U.S.-India cooperation to address global challenges such as pandemic disease, the climate crisis, cyber threats, supply chain resiliency, and terrorism. This is particularly true in the Indo-Pacific, where the United States and India are working with Quad partners to ensure a free, open, and inclusive region despite challenges from aggressive nation states. As the world's largest democracies, the United States and India have a special responsibility to advance democracy, multilateral institutions, inclusive development, and human rights in the world. Together with India, we can reaffirm that democracy is essential to meeting the challenges of our changing world.

The U.S.-India relationship today spans the scope of human endeavor, from sea to space, from security to health, and from energy to education. This Integrated Country Strategy thus reflects a whole-of-government approach, drawing on wide connections across the United States, to build out our relationship with India. Mission India, comprising nearly two dozen U.S. agencies at Embassy New Delhi and Consulates General Chennai, Hyderabad, Kolkata, and Mumbai, stands ready to elevate our partnership to new heights. We appreciate that the people-to-people ties between the United States and India are some of the strongest in the world, including the dynamic Indian-American community, think tanks, universities, arts and cultural groups, and civil society. We will also seek to expand sub-national ties, connecting and leveraging the strength of our cities, states, and local organizations.

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Our top priority is ensuring the security of Americans, including the 950,000 American citizens in India. We will work together with India to protect our borders, and to combat terrorism and crime that threaten U.S. interests. India is also a vital partner on public health. Our joint efforts to address the COVID-19 pandemic, drawing on a long history of health cooperation, show the importance of strengthening partnership with India against security challenges ranging from the environment to narcotics to human trafficking.

We also seek to expand trade and investment to strengthen equitable prosperity in both our countries. We will support economic policies and initiatives that serve all Americans and allow the United States to build back better, including reducing market barriers, increasing regulatory stability, and facilitating Indian investment in the United States. A stronger, more open, and more connected Indian economy will benefit the United States and the Indo-Pacific region. We will draw on innovative talents in both countries to expand cooperation in science and technology, foster sustainable and inclusive economic growth, and advance the development of clean and accessible energy that can help mitigate the climate crisis.

Another key element of our strategy is realizing the full potential of our Major Defense Partnerships and supporting India's role as a net security provider in the Indo-Pacific. Strengthening India's military, diplomatic, and disaster response capabilities will ensure the U.S.-India partnership is a force for global good and improve burden-sharing. This will also require expanding the interoperability of our forces through training, exercises, and planning. And it will benefit from continued defense sales and defense industrial cooperation.

Democracy, diversity, and a commitment to the rules-based international order make the United States and India natural partners. We will strive to better realize and defend democratic values in our countries and around the world, including to protect vulnerable populations. These efforts will draw on our commitments to multilateral cooperation, people-to-people ties, and development assistance. We will seek to expand education ties, travel, and tourism so that more Americans and Indians experience the tangible benefits of our partnership.

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To support all of these efforts, we will improve our physical infrastructure and better align staffing. Ambitious building projects in Hyderabad and New Delhi will provide modern space for our staff and visitors. We will also provide efficient Consular operations to support the travel that is so vital to the U.S.-India relationship. In everything that we do, the Mission will incorporate the principles of Diversity, Equity, Inclusion, and Accessibility (DEIA).

It is an ambitious agenda, but it is one that matters greatly to the American people and to the world. As the United States and India mark 75 years of diplomatic relations, it is clear the next chapter in the U.S.-India Comprehensive Global Strategic Partnership will help ensure this is a defining relationship of the 21st century.

2. Mission Strategic Framework

Mission Goal 1: Protect the American people from global threats, including infectious disease, environmental dangers, trafficking, and crime.

- **Mission Objective 1.1:** Ensure the safety of U.S. citizens in the United States and India through increased information-sharing and collaboration with the Government of India.
- **Mission Objective 1.2:** Further develop India's capacity as a regional partner in the fight against global terrorism, trafficking, and transnational crime.
- **Mission Objective 1.3:** Strengthen the U.S.-India partnership to better prepare, respond, and be resilient to global health threats domestically, regionally, and globally.
- **Mission Objective 1.4:** Enhance India's commitment to combating climate change through collaboration on developing and deploying clean technologies, curbing emissions, mobilization of investment capital to support clean energy transition, and building capacity to adapt to climate risks and build resilience.

Mission Goal 2: Ensure shared and sustainable economic prosperity for the United States and India by promoting trade and economic growth that is equitable; human development that is inclusive; investment and economic reforms that encourage innovation and provide a fair and transparent framework.

- **Mission Objective 2.1:** Increase U.S. exports to India, U.S. investment in India, and Indian investment in the United States increased; reduce Indian market access barriers.
- **Mission Objective 2.2:** Promote India's sustainable development and inclusive growth through support for economic reform and regulatory frameworks. (Links to USAID CDCS DO 1: Human Development of Marginalized Populations and USAID CDCS DO2: Reduce Pollution and Address Pollution Health Impacts.)
- **Mission Objective 2.3:** Strengthen Indian technology innovation, entrepreneurship, leadership, and collaboration to support a free, open, and secure Indo-Pacific. (Links to CDCS DO3: Economic Growth and Development in the Region).

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Mission Goal 3: Provide for our common defense by expanding the strong and growing Major Defense Partnership to improve U.S.-Indian interoperability, build defense capacity and combined capabilities, increase joint cooperation, and work with likeminded partners to ensure regional security.

- **Mission Objective 3.1:** Expanded defense and security cooperation with India to enhance interoperability and enhance India's ability to provide security to the Indo-Pacific region and beyond.

Mission Goal 4: Promote shared democratic values and create new opportunities for our governments and peoples to uphold democratic principles and safeguard the rules-based international system.

- **Mission Objective 4.1:** Increase bilateral partnership between India and the United States, including at the people-to-people-level, to uphold democratic norms regionally and globally.
- **Mission Objective 4.2:** Grow U.S.-India multilateral and like-minded strategic cooperation to safeguard a stable, rules-based international order in the Indo-Pacific region and beyond.

Management Objective 1: Improve Mission India's capacity to achieve U.S. policy objectives by better aligning staffing to reflect Mission growth; proactively advancing diversity, equity, inclusion, and workforce accessibility (DEIA); and improving the physical infrastructure to better support the needs of the Mission community.

3. Mission Goals and Objectives

Mission Goal 1 | Protect the American people from global threats, including infectious disease, environmental dangers, trafficking, and crime.

Description | Mission Goal 1 and its corresponding objectives seek to protect U.S. citizens at home and in India and promote regional stability by increasing security and law enforcement cooperation, promoting global health security, addressing the climate crisis, ensuring the safety of food and drug exports to the United States, and working to resolve international child abduction cases with our Indian partners.

Objective 1.1 | Ensure the safety of U.S. citizens in the United States and India through increased information-sharing and cooperation with the Government of India.

- **Objective 1.1 Justification** | Our number one priority is to protect U.S. citizens. Approximately 700,000 U.S. citizens reside in India with an additional 500,000 U.S. citizens visiting the country annually. Providing accurate and timely, safety and security information, as well as obtaining access to all areas of the country is essential to protecting 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 extends to enhancing our partnership with India to ensure the safety of food and medical products exported to the United States
- **Objective 1.1 Linkages** | This objective supports the 2021 Interim National Security Strategic Guidance (Protect the security of the American people), Bureau of Consular Affairs Functional Bureau Strategy 2022-2026, and the Joint Regional Strategy Goal 4 (Enhance regional security and stability).
- **Objective 1.1 Risks** | Rapidly deteriorating security or health conditions in India could create obstacles to providing greater outreach to U.S. citizens. Lack of accurate information on restricted areas could translate into decreased security for U.S. citizens

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living in those areas. An inability to make progress on international child abduction issues could impede resolution of individual U.S. citizen cases. Lapses in safety of food and medical exports can undermine the health of U.S. citizens living in the United States. Building even broader relationships with and improving communication with central and state government officials, police, and other key contacts can help strengthen our ability to mitigate these risks.

Objective 1.2 | Further develop India's capacity as a regional partner in the fight against global terrorism, trafficking, and transnational crime.

- **Justification** | Deeper and more frequent cooperation and informational exchange with India on security, counterterrorism, and law enforcement issues serve the U.S. national interest by supporting a capable partner in the fight against global terrorism, trafficking of drugs and trafficking in persons, and other forms of transnational crime.
- **Linkages** | This objective supports the Interim National Security Strategy 2021, the National Action Plan to Combat Human Trafficking, the National Defense Strategy, the Joint Strategic Plan Objective 1.3, Joint Regional Strategy Goal 4 (Enhance regional security and stability), the South Asia Strategy, and the Indo-Pacific Framework.
- **Risks** | Without further capacity development, gaps in law enforcement cooperation on security matters could create an opening for criminal non-state actors and terrorists that would undermine the security of the American people and the global community. Given many of the biggest threats we face respect no borders or walls, and must be met with collective action, Consular's role in border security through the visa adjudication and issuance is essential to further mitigating this risk.

Objective 1.3 | Strengthen the U.S.-India partnership to better prepare, respond, and be resilient to global health threats domestically, regionally, and globally.

- **Justification** | Increasing India's capacity to prevent and contain infectious threats that can cross borders protects the American and Indian people, the region, and the global community. Improving the overall health and well-being of India's vulnerable

populations will significantly enhance efforts to reduce the country's risk for disease and death, while facilitating its ability to contribute to regional and global health efforts. As a significant healthcare service provider and source of innovations, India's vast private sector is an important partner to advance health and development outcomes. Our global health security collaboration with India builds on decades of work in-country.

- **Linkages** | This objective advances the Global Health Security Agenda and is aligned with the U.S. COVID-19 Global Response and Recovery Framework; supports the Joint Regional Strategy Goal 1 (Address global challenges through regional cooperation) and Objective 1.1 (Improve regional efforts and strengthen resilience to health emergencies); and aligns with USAID CDCS Development Objective (DO) 1 "Human Development of Marginalized Populations in India Improved," particularly Intermediate Result (IR) 1.3 on enhancing GOI effectiveness in health reforms and IR 1.4 on bolstering private sector engagement for improved health outcomes implemented in ICS Goal 2.
- **Risks** | Without further strengthening, India's often overburdened healthcare system might not be able to deliver services, resulting in significant backsliding of primary health services and increasing the risk of domestic health threats spreading regionally and globally. Maintaining our strong relationships in the health sector and strategically selecting engagement where our relationships and resources can most effectively and efficiently address problematic sectors or issues can help to mitigate this risk.

Objective 1.4 | Enhance India's commitment to combatting climate change through collaboration on developing and adapting clean technologies, curbing emissions, mobilizing investment capital to support clean energy transition, and building capacity to adapt to climate risks and build resilience.

- **Justification** | As India strives to achieve its development goals, the choices it makes now will influence its ability to develop sustainably and meet its climate commitments and objectives. India faces significant challenges in adapting to climatic changes that have already occurred; are adversely affecting India's weather, environment,

agriculture, health, and food security; and could lead to potential displacement related to climate. This objective addresses a shared national security and economic threat.

- **Linkages** | This objective supports the Interim National Security Strategic Guidance 2021, the National Defense Strategy, the United States Space Priorities Frameworks, the Joint Strategic Plan, the Joint Regional Strategy Goal 5.4 (Support India's leadership on climate change), and the Indo-Pacific Framework; and aligns with USAID's CDCS Development Objective (DO) 2 "India's Efforts to Reduce Pollution and Address Pollution Health Impacts Enhanced" and Intermediate Result 3.3 "Regional natural resource management improved."
- **Risks** | Failure to make meaningful progress on this objective could weaken U.S. global climate goals and have significant negative effects on national and regional stability, including effects on infrastructure, health, and food security that could stress India's adaptation capacity. This risk could be partially mitigated by mainstreaming climate issues broadly across our strategic objectives.

Mission Goal 2 | Ensure shared and sustainable economic prosperity for the United States and India by promoting trade and economic growth that is equitable; human development that is inclusive; investment and economic reforms that encourage innovation and provide a fair and transparent framework.

Description | Advancing the U.S.-India economic relationship toward a free, open, and secure Indo-Pacific by pursuing trade and investment policies that are durable and equitable, promoting market-based economics, and fostering sustainable and inclusive development helps improve livelihoods in both countries. Facilitating collaboration that improves health, education, agriculture, the environment, cybersecurity, and energy security will benefit the United States, India, the region, and the world. Supporting reforms and regulatory frameworks that expand market access for U.S. products and promote sustainable growth, encourage greater Indian investment in the United States, and stimulate innovation in businesses of all sizes and across sectors ensure greater economic prosperity for the United States and India.

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Objective 2.1 | Increase U.S. exports to India, U.S. investment in India, and Indian investment in the United States and reduce Indian market access barriers.

- **Justification** | This objective contributes to the U.S. government's efforts to strengthen trade, investment, educational, and commercial ties between the United States and India and aligns with the need to foster job creation in the United States through increased exports and inbound investment. It strengthens our global strategic partnership by reducing barriers to fair and equitable trade, increasing U.S. exports, promoting student mobility, attracting Indian investment, and supporting sustainable economic development in India, including through predictable intellectual property protections. The deep commercial engagement with India is a testament to our bilateral relationship and points to the extensive people-to-people ties we share.
- **Linkages** | This objective supports the President's Foreign Policy for the Middle Class; the Interim National Security Strategic Guidance; a key objective of the Quadrilateral Security Dialogue (Quad) to foster a free, open, prosperous, and inclusive Indo-Pacific region; and the Build Back Better World (B3W) initiative. In the infrastructure sector, this objective links with efforts to improve infrastructure standards under the Blue Dot Network and the State Department's Infrastructure Transaction and Assistance Network (ITAN) and Joint Regional Strategy for South and Central Asia Goal 3: Support inclusive, equitable economic growth, and an equitable, clean, resilient energy future. It is also aligned with aligned with CDCS DO 3, IR 3.1.1 and 3.1.4.
- **Risks** | Failure to strengthen trade, investment, educational, and commercial ties between the United States and India would harm U.S. businesses' attempting to sell products and services in the Indian market; curb U.S. job creation through diminished exports and inbound investment; undermine the economic and commercial relationship between the United States and India; and weaken U.S. government efforts to develop a free, open, prosperous, and inclusive Indo-Pacific region. Enhancing engagement with government and industry stakeholders across India and utilizing existing bilateral fora to identify and address specific impediments to U.S. exports and cross-border investment flows will support efforts to deepen commercial ties and enhance growth.

Objective 2.2 | Promote India’s sustainable development and inclusive growth through support for economic reform and regulatory frameworks. (Links to USAID CDCS DO 1: Human Development of Marginalized Populations and USAID CDCS DO2: Reduce Pollution and Address Pollution Health Impacts.)

- **Justification** | Economic and regulatory reforms create more export opportunities in India for U.S. companies. 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. Further, enhancing the GOI’s capability and leveraging the private sector to address environmental and development challenges and improve health and education outcomes among the most marginalized populations in India will foster stability and opportunity.
- **Linkages** | This objective advances the Interim National Security Strategic Guidance and Department of State/USAID Joint Regional Strategy for South and Central Asia Goal 3 (Support inclusive, equitable economic growth, and an equitable, clean, resilient energy future). It also advances the National Strategy on Gender Equity and Equality to expand economic opportunities for women in the workforce; prevent and respond to gender-based violence; and advance gender equality around the world. This objective also aligns with USAID’s Private Sector Engagement Policy to leverage the private sector to drive sustainable development outcomes.
- **Risks** | Failure to achieve this objective would reduce sustainable and inclusive economic growth in India, increasing the spillover of health, education, environmental, refugee, and security problems beyond India’s borders, and limiting India’s ability to be a positive stabilizing force in the Indo-Pacific region. To mitigate these risks, Post seeks to strengthen its partnerships with government, private sector, and civil society counterparts to understand gaps and areas for further collaboration in order to achieve shared goals and promote inclusivity.

Objective 2.3 | Strengthen Indian technology, innovation, entrepreneurship, leadership, and collaboration. (Links to CDCS DO3: Economic Growth and Development in the Region).

- **Justification** | Incubating and leveraging India's promising technology sector and its small and medium enterprises is imperative for tackling the country's many challenges. With the United States' significant strengths and depth of experience in promoting technology innovation and entrepreneurship, we can strengthen U.S.-India collaboration, identify opportunities for U.S. companies, help India achieve sustainable development results, and support India's growing leadership role in enhancing transparency, prosperity, and stability in the Indo-Pacific region.
- **Linkages** | This objective contributes to the Interim National Security Strategic Guidance and the Indo-Pacific Framework; it also supports the Department of State/USAID Joint Regional Strategy for South and Central Asia Goal 5 (Advance India's development as a global leader).
- **Risks** | India might choose to develop indigenous systems and legislation that deny U.S. emerging technology access to the Indian market and effectively exclude Indian technology from global supply chains due to lack of interoperability, disadvantaging India's population and creating security and stability risks. As most major U.S. technology companies have operations in India, these vulnerabilities would also expose U.S. technology systems, adversely affecting U.S. Indo-Pacific Strategy outcomes. Deepening engagement through specific project development and bilateral and regional collaboration will help ensure that United States remains a key partner in India's evolving technology and innovation ecosystem.

Mission Goal 3 | Provide for the common defense by expanding our strong and growing Major Defense Partnership to improve U.S.-Indian interoperability, build defense capacity and combined capabilities, increase joint cooperation, and work with likeminded partners to ensure regional security.

Description | This goal and its corresponding objectives seek to expand defense and security cooperation with India, a Major Defense Partner of the United States, to build capacity 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.

Objective 3.1 | Expanded 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 and defense ties have rapidly expanded during the past five years despite India not being a defense ally. As the defense partnership grows, the United States and India must be more deliberate about plans and intentions to ensure policies and programs are aligned to advance shared security interests and create mutually beneficial defense capabilities in the Indo-Pacific region.
- **Linkages** | Mission Goal 3 supports the Interim National Security Strategic Guidance, the National Defense Strategy, the Joint Regional Strategy Goal 4 (Enhance regional security and stability), and the Indo-Pacific Framework.
- **Risks** | India returning to its non-aligned roots would be detrimental to U.S. security interests in the Indo-Pacific region.

Mission Goal 4 | Promote shared democratic values and create new opportunities for our governments and peoples to uphold democratic principles and safeguard the rules-based international system.

Description | The U.S.-India relationship is critical to global security and prosperity. 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 important to U.S. interests in the Indo-Pacific, South and Central Asia, and the Middle East. This importance will increase as India's economic and political influence continues to expand. As democracies and leaders in the region, the United States and India seek to grow and institutionalize a comprehensive global

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strategic partnership, based on shared interests, that supports democratic norms, regional security, stability, and development as India becomes an even bigger player on the global stage. This also means raising issues of concern when policies, events, or actions do not reflect our shared democratic values or human rights principles.

Objective 4.1 | Increased bilateral partnership between India and the United States, including at the people-to-people-level, upholds democratic norms regionally and globally.

- **Justification** | India is a key strategic partner for the United States in the Indo-Pacific and desires to further strengthen its leadership in the region and beyond. As the world's oldest and largest democracies, the United States and India can expand collaboration to promote and nurture shared democratic values and practices in the region and globally. Our countries share strong people-to-people ties, and the large and ever-growing Indian diaspora in the United States—including thousands of alumni of U.S. higher education institutions, the U.S.-India business community, and network of civil society organizations—comprises staunch advocates for this expanding partnership.
- **Linkages** | This objective supports the Interim National Security Strategy 2021, the Joint Strategic Plan Goal 3.3 (Combatting Corruption) and three goals in the Joint Regional Strategy to include Goal 2 (Strengthen transparent, accountable governance and democratic values); Goal 4 (Enhance Regional Security and Stability); and Goal 5 (Advance India's development as a global leader) The objective also links to USAID Country Development Cooperation Strategy (CDCS) Special Objective - Economic and Cultural Resilience of Tibetan Communities in India and Nepal Strengthened.
- **Risks** | Failing to grow the bilateral relationship between the United States and India would cause us to miss important opportunities to use our combined experience and expertise as leading democracies to overcome regional and global challenges. It would also create openings for strategic competitors to fill the void, including in international fora.

Objective 4.2 | Expand U.S.-India multilateral and like-minded strategic cooperation to safeguard a stable, rules-based international order in the Indo-Pacific region and beyond.

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- **Justification** | India plays a key role in multilateral and like-minded groupings focused on strategic challenges in the Indo-Pacific and beyond. As democracies and leaders in the region, the United States and India can combine our experiences and strengths to meet challenges in, and challengers to, the rules-based order. Together, we can model for others the benefits of democratic institutions and practices.
- **Linkages** | This objective supports the Interim National Security Strategy 2021, the Joint Strategic Plan Goal 3.3 (Combatting Corruption) and four goals in the Joint Regional Strategy to include Goal 1 (Address global challenges through regional cooperation); Goal 2 (Strengthen transparent, accountable governance and democratic values); Goal 4 (Enhance Regional Security and Stability); and Goal 5 (Advance India's development as a global leader). The objective also links to the Indo Pacific Strategy.
- **Risks** | Strategic competitors will exploit divisions between the United States and India to undermine international norms and organizations, including normalizing economic coercion to garner votes in international organizations.

4. Management Objective

Management Objective 1 | Improve Mission India's capacity to achieve U.S. policy objectives by better aligning staffing to reflect Mission growth; proactively advancing diversity, equity, inclusion, and workforce accessibility (DEIA); and modernizing the physical infrastructure to better support the needs of the Mission community.

- **Justification** | The potential of the U.S-India relationship depends on the U.S. Mission to India having sufficient resources to accomplish its goals. We will ensure Mission growth is aligned with strategic objectives and a strong Management platform is in place to support that growth. We will work with Washington and the interagency to have the staffing required to promote our complex bilateral relationship and to fill our positions with the best candidates. The New Embassy Compound project; the almost completed, \$300 million New Consulate Compound in Hyderabad; as well as planning for new consulate compounds in Kolkata and Chennai, will provide a safe and secure work environment for our personnel. While construction continues, we will work to maintain morale and operational effectiveness. As construction is completed, we will maximize the use of these facilities to further our diplomatic and public diplomacy goals and to minimize high-cost ICASS payments for underutilized spaces. 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 nearly 2,500 employees, more than 50 ICASS agencies, and four consulates, communication is key to achieving strategic goals. We are DEIA champions, cultivating an open and tolerant community. To ensure effective communications and boost morale, we will continue to seek opportunities to 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.

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- **Linkages** | This objective supports the Interim National Security Strategic Guidance 2021, the National Defense Strategy, the United States Space Priorities Frameworks, the Joint Strategic Plan (objectives 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce, 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery, and 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats), the Joint Regional Strategy Bureau cross-cutting management objective (Align personnel and manage resources to implement strategic priorities and ensure effectiveness and accountability), the South Asia Strategy, and the Indo-Pacific Strategy, and has direct linkages to the INL Functional Bureau Strategy as well as ONDCP's National Drug Control Strategy.
- **Risks** | Inadequate resources inhibit the Mission from advancing Mission goals and supporting U.S. foreign policy and national security priorities, notably regarding Indo-Pacific issues. Given the increased focus on expanding the U.S.-India bilateral relationship across security, economic, scientific, and other dimensions, a robust management platform is essential to succeed.