

India- North America Knowledge Report

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Federation of Indian Chambers of Commerce and Industry (FICCI)
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Background

Occupying the northern part of the large supercontinent known as Americas or New World, North America is surrounded by the Arctic Ocean from the north and by the Atlantic Ocean from the east, by the Pacific Ocean from the west and south. It has an overland border with South America continent, which runs along the state boundary between Panama and Colombia.

In total, in North America, there are 23 officially recognized independent states. The largest of them is Canada, followed by also rather big the United States. These two giants together occupy more than 79% of the whole continent area and are thus are most important in the region.

India traditionally has had very strong linkages with the region and particularly with countries like USA & Canada.

With US India's history of trade dates to the 18th century, long before the independence of either one of our nations. Today, the United States is India's 2nd largest trading partner while India is the 9th largest goods trading partner of the United States. In the last decade both the nations have taken significant steps to further enhance our strategic and economic ties. In the past few years, our bilateral ties with the US have evolved into a 'global strategic partnership', with both countries taking remarkable strides to promote economic partnership and international peace, based on our shared democratic values and increasing convergence of interests on bilateral, regional and global issues.

On the other hand, India-Canada have had longstanding bilateral relations, which are built upon a "mutual commitment to democracy", "pluralism", and "people-to-people links". The ties go back to late 19th century when many Indians migrated to British Columbia. India and Canada relations are moving in a positive trajectory. With the establishment of Ministerial Dialogue on Trade and Investment; Trade Policy Consultations at the level of Additional Secretary, Department of Commerce; and the Economic and Financial Sector Policy, the bilateral trade relations are expected to strengthen further in the coming times.

In recent years, Canada has expedited the efforts to diversify its trading partners, driven by the search for new opportunities and avenues for investment beyond the Western hemisphere. This motivates it to explore the possibilities of augmenting trade and economic relations with India.

What is very significant is that the current Governments on both sides are more committed than ever before to increase the bi-lateral trade and investment through greater economic co-operation and a paradigm shift in our understanding of each other's growth imperatives.

Another common factor that unites India with these countries is the presence of close to 6 million Indian Diaspora in both countries. The Indian Americans enrich every aspect of the



respective country's national life. They are titans of business, pioneers of Science, Master of Art, innovation and technology. People are the living bridge between these countries: as students; skilled workers; or joining family, people of Indian heritage have enriched each of these countries.

While collaborations are happening India and North America's relationship is yet to develop to its full potential. Based on an internal research we believe some of the areas which have tremendous potential for collaboration between India and the region are:

Expanding Innovation expertise

The cross fertilization of ideas, knowledge and human talent are the hallmarks of India's engagement with North American nations like US & Canada. In today's scenario technology and innovation led growth has taken the center stage. The focus of investors from the region into India, has shifted from cost arbitrage to innovation and business transformation. The next 'green revolution' will be led by innovation in Fintech, Banking, Edtech, Healthcare, Manufacturing and even marketing models of global organizations, in the backdrop of unforeseen disruptions in business value chains. India and the North American countries can complement each other in developing business ecosystems for the future.

The world has increasingly become a highly interconnected network of countries and sectors which not only trade goods and services between each other, but at the same time, exchange ideas with one another. However, countries and sectors are also linked along a different dimension—innovation and knowledge diffusion. Indeed, technological advances never happen in isolation. Knowledge in one country/sector can be used to enhance innovation in another, and much alike the cross-sector production input-output linkages, knowledge diffusion across countries and sectors is far from uniform. Therefore, in a world with multiple sectors, when changes in trade costs alter the knowledge composition of the economy, the latter also conditions trade patterns and aggregate growth.

Digital transformation is affecting the entire economy in multiple ways: new business models are emerging, firms modify how they engage in innovation processes, and capabilities at the heart of firms' activities are rapidly changing. This offers both opportunities and challenges for different actors in innovation ecosystems. Innovation thus will be the key driver for collaboration between India, US & Canada.

Technology has the power to do many things and changing the world is one of them. We're privileged to be living in a time where science & technology can assist us, make our lives easier and rethink the ways we go about our daily lives. The technology we're already exposed and



accustomed to has paved the way for us to innovate further, and future technologies certainly have the potential to change our lives even more.

India is at the 48th position in the Global Innovation Index 2020 released by the World Intellectual Property Organisation (WIPO). India occupied the 52nd position in 2019 rankings. With a group of Asian economies advancing up the rankings, the index indicates that "a gradual eastward shift in the locus of innovation" is underway. In Asian economies, China, India, the Philippines and Vietnam have made the most progress on the index in recent years, with all four now among the top 50.

India is one of the leading innovation achievers in the central and southern Asian region, as it has shown a consistent improvement in its innovation ranking for the last 5 years.

Specific Highlights:

1. India has become the third most innovative lower-middle-income economy in the world.
2. India ranks in the top 15 in indicators such as the Information and Communication Technology (ICT) services exports, government online services, graduates in science and engineering, and Research and Development-intensive global companies.
3. India improved the most in three pillars: Institutions (61st), business sophistication (55th), and creative outputs (64th).
4. The consistent improvement in the index rankings is owing to the immense knowledge capital, the vibrant startup ecosystem, and the amazing work done by the public and private research organisations.

Current Technology & Innovation Situation

1. India has launched various schemes to nurture and retain young researchers and women scientists in the field of scientific research.
2. It has become a major destination for outsourced funding in R&D covering areas from Information and Communication Technology, biotechnology, aerospace, and materials technology etc.
3. It is amongst handful nations that have credible capabilities in the field of space technology, strategic and defense technologies.
4. India ranks third in largest number of startups in the world



There is growing interest between Indian tech companies to collaborate with US & Canadian tech companies to develop models for future. This will define the way for India's engagement with the region.

Collaboration in the Energy Sector

As leading global partners, energy cooperation can serve as a centre piece in the bilateral relationship of the countries. For India's energy security the North America region could be the ideal partner. India's energy demand is projected to grow by 4.2 per cent through 2035, an expansion faster than all major economies of the world. This encompasses a renewed commitment of India to advance inclusive access to secure, affordable and sustainable energy sources. India is significantly expanding its energy infrastructure -- be it power generation, more renewables and gas-based infrastructure -- pipelines, city gas network and LNG terminals.

In World Bank Ease of Getting Electricity ranking, India improved its ranking. It is moving towards Gas based economy by increasing the share of gas from 6% to 15% in the energy mix by 2030. Also the country is on its way for achieving 175 GW of renewable energy by 2022.

The United States and India have forged closer ties through increased imports of U.S. crude and LNG, directly contributing to India's goal, as noted by the two governments following the April 2018 meeting of the U.S.-India Strategic Energy Partnership. India is sourcing liquified natural gas (LNG) and oil from the US, with Indian firms investing \$4 billion in US shale gas assets.

One of the first steps in realizing the full potential of the Strategic Energy Partnership, US and India have formed the U.S.-India Natural Gas Task Force. The Task Force provides a team of U.S. and Indian industry experts with a mandate to propose, develop, and convey, innovative policy recommendations to Government of India in support of its vision for natural gas in the economy of India. The work of the Task Force is expected to advance the strategic and economic interests of both US and India.

Over the years U.S. and India have been engaged in a high-level dialogue to promote increased trade and investment in the energy sector. This US-India Energy Dialogue needs revitalisation and a need to accentuate focus across both conventional and unconventional forms of energy including Renewable energy and energy efficiency.

With Canada, the energy cooperation is steadily growing, but the potential is much higher. The two countries aren't new to energy trade. That began in 2009, and by 2014 India was



importing more than 1,500 barrels of Canadian crude oil per day. It has bought more than 7 million pounds of Canadian uranium by 2020. In times of growing pressure, Canada could be an alternative energy source for India.

Canada can also be a significant source of Liquefied Natural Gas (LNG) for India; it is estimated that India will import 44 billion cubic metres of LNG by 2025. Amongst Indian investors, there has been an increased interest in Canada's energy sector. For instance, the Indian Oil Cooperation Ltd. acquired 10 percent in an LNG project at Lelu Island, British Columbia. Additionally, India's decision to expand its nuclear power generation creates a new opportunity for firms involved in Canada's energy sector.

In a very recent report of October 2020, Indian oil refiner Reliance Industries has agreed to purchase 2 million barrels of Canadian heavy crude per month for a period of six months. Canada's growing energy relationship with India is helping create jobs and long-term prosperity for both countries. They should look at ways for India to increase its involvement in mining and extracting Canadian oil sands, along with Canadian investment in India's energy infrastructure, which would include fossil fuels but also solar and wind energy as well as carbon capture and storage.

There is need to expand the scope of the Canada-India Ministerial Energy Dialogue to additionally include electricity, energy efficiency and renewables.

Partnership in Agriculture & Agri Technology

Agriculture is the primary source of livelihood for about 58 per cent of India's population. Gross Value Added (GVA) by agriculture, forestry and fishing was estimated at Rs 19.48 lakh crore (US\$ 276.37 billion) in FY20(PE). Growth in GVA in agriculture and allied sectors stood at 4 per cent in FY20.

The Indian food industry is poised for huge growth, increasing its contribution to world food trade every year due to its immense potential for value addition, particularly within the food processing industry. Indian food and grocery market is the world's sixth largest, with retail contributing 70 per cent of the sales. The Indian food processing industry accounts for 32 per cent of the country's total food market, one of the largest industries in India and is ranked fifth in terms of production, consumption, export and expected growth. India is expected to achieve the ambitious goal of doubling farm income by 2022. The agriculture sector in India is expected to generate better momentum in the next few years due to increased investment in agricultural infrastructure such as irrigation facilities, warehousing and cold storage. Furthermore, the growing use of genetically modified crops will likely improve the yield for Indian farmers. Government is taking various initiatives but that is required to be supplemented by effective partnerships and collaborations.



India is a country of more than 1.3 billion population with the aim of becoming a \$5 trillion economy by 2024-25. In such a backdrop, food insecurity is not just a hindrance to the growth of human capital but also to the national wealth creation. Being a signatory of the Sustainable Development Goals, India aims for 'Zero Hunger' (Goal 2) and it is towards this goal that countries like US & Canada could collaborate with India.

All three countries have shared vision for removal of asymmetries and distortions in international agricultural trade. Each country is committed for enhanced market access with adequate and effective safeguards for food and livelihood security along with the establishment of level playing field.

India is the fifth largest importer of Canadian vegetables and raw agricultural materials and the seventh-largest importer of leguminous vegetables, called 'Vegetarian Protein'.

Agricultural cooperation between the US, Canada and India allows the two countries to exchange innovative ideas and promote technical knowledge that has the power to boost agricultural production and yield promising results for both countries.

New collaborative efforts need to be under way for the U.S.-India & Canada India Agriculture Dialogue which will help discover solutions for the new agricultural challenges we face. A renewed Agricultural Knowledge Initiative can be re-launched between the two countries to explore how to increase the linkages between land-grant institutions, which have valuable experience in agricultural research, training and extension. There is a need to increase their collaboration in the area of crop biotechnology, storage technology and cold chains.

We could look at ways we can harness modern technology to improve crop yields and other productivity metrics for farmers. By sharing our expertise, we can once again develop new tools and resources that will benefit the common man. We see this as a partnership for progress between Indian and American & Canadian scientists and agricultural experts.

India and the U.S. share a strong interest in harnessing the benefits of science and technology for agriculture. We could collaborate in the area of weather and climate forecasting and anticipating crop conditions.

Enhancing the Education and Skills Partnership

Education is a vital catalyst to a strong economy, literate and aware society and a skilled workforce. With the raised standard of living in the developing world with higher incomes, there is an increased demand for better education, which led to the globalization of



education. International students are exploring the best possible education available globally and are comfortable to study in the countries other than their country of origin. With an increasing number of international students, educational facilities are becoming more and more transnational service providers, looking internationally to attract the best students. In all modern economies, the education sector is comprehensively developed.

Education traditionally has been a close connect between US, Canada & India. Canada & US have traditionally been the top destination for Indian students studying abroad, with US schools hosting half of all Indian international students. There is also a growing number of Indian institutions joining hands to launch pairing programs and other similar initiatives with these countries.

India's education sector offers a great opportunity with approximately 29 per cent of India's population in the age group of 0 to 14 years. India's higher education segment is expected to increase to Rs 2,44,824 crore (US\$ 35.03 billion) by 2025. India was ranked 34 among the 100 countries in English Proficiency Index 2019. Increasing internet penetration is expected to help in education delivery. As of December 2019, internet penetration in India reached 54.29 per cent.

India has over 250 million school going students, more than any other country. It also has one of the largest networks of higher education institutions in the world. Number of colleges and universities in India reached 39,931 and 993, respectively, in FY19. India had 37.4 million students enrolled in higher education in 2018-19. Gross Enrolment Ratio in higher education reached 26.3 per cent in FY19.

The Cabinet chaired by the Prime Minister, Mr Narendra Modi approved the National Education Policy 2020, making way for large scale, transformational reforms in both school and higher education sector, throwing an opportunity for collaboration.

The policy allows for universities in the top 100 in the world to set up in India which could encourage US & Canadian universities to start facilities in India. It has great emphasis on internationalization and flexibility as an opportunity to enhance collaboration in specific areas such as: the co-development of new subjects and programs; the collaborative design of open and distance learning products and facilities, such as virtual classrooms; greater joint PhD supervision between Indian and foreign researchers amongst others.

Amidst the global pandemic, the Education, especially edtech, has recorded investments worth \$1.1 billion in 2020, its highest-ever annual tally and four times compared to last year. The pandemic has confined students across all ages to home and digital education is the only way to continue learning. EdTech may also leapfrog from chalkboard to whiteboard directly, especially for professional courses and higher education creating opportunities for global partnerships.



Besides Education Skill development is another key area for collaboration between India and the region. US & Canadian companies could collaborate with India's education related projects to help India to achieve the goal of providing training to 400 million people in the next decade.

Such collaboration could improve the quality, diversity and relevance of university education and research in India & North America. It could widen understanding within both countries of the contributions of the other globally.

Synergies in the Biotech, Pharma and Medical Technologies Sector

India is the largest provider of generic drugs globally. Indian pharmaceutical sector supplies over 50 per cent of global demand for various vaccines, 40 per cent of generic demand in the US and 25 per cent of all medicine in the UK. India enjoys an important position in the global pharmaceuticals sector. The country also has a large pool of scientists and engineers with a potential to steer the industry ahead to greater heights. Presently, over 80 per cent of the antiretroviral drugs used globally to combat AIDS (Acquired Immune Deficiency Syndrome) are supplied by Indian pharmaceutical firms.

Indian healthcare sector is expected to reach Rs 19.57 lakh crore (US\$ 280 billion) by 2020. Rising income level, greater health awareness, increased precedence of lifestyle diseases and improved access to insurance would be the key contributors to growth. Health insurance is gaining momentum in India. Gross direct premium income underwritten by health insurance grew 17.16 per cent y-o-y to Rs 51,637.84 crore (US\$ 7.39 billion) in FY20.

As per recent report of Govt. of India the Indian Pharma and Medical device sector is likely to grow in to 65-billion-dollar industry by 2024 to 120 billion dollars by 2030 throwing up a vast opportunity for collaboration.

North American and Indian firms are increasingly teaming up to discover and develop new chemical entities while sharing costs and risks. These growing collaborations call for US, Canada and India to accelerate their harmonization of pharmaceutical testing protocols and product standards and create synergies for implementation of a strong regime for intellectual property protection.

With the increasing demand for generics in the region to reduce the healthcare cost, a steady growth in exports of pharmaceutical products from India is expected in future. The healthcare spending in the region is amongst the highest in the world and is expected to continue to grow in future. India therefore could play a greater role in controlling cost measures in these countries by supplying competitive high-quality generic drugs.



The US & Canadian companies could benefit from the well-developed scientific base and the availability of large pool of researchers and scientist in India. Further India's liberal regulatory regime creates a promising location for cell engineering, stem cell research and any other cell-based R&D. Moreover, India's growing population, increasing incidence of chronic disease, growing per capita income and increasing insurance penetration provides an ideal market for the US & Canadian pharma companies.

In the current context, India along with US & Canada are aggressively working together on vaccine research and testing for COVID-19. This will be crucial going forward.

Exploring newer opportunities in the IT/ITEs Sector

The exchange of specialised knowledge and human talent are the hallmarks of India-North America relations. Many firms send their highly skilled personnel to India to a) manage investments and operations b) install and service specialised equipment and c) assist with after-sales services for products manufactured in their country. Whereas Indian IT firms provide operational support to over 90 percent of Fortune 500 firms and thousands of other US & Canadian businesses with significant economic value.

Best practices in the areas of women in science, technology deployment, diversity in science, and STEM at schools could be shared between them, besides exploring new research in Artificial Intelligence, Quantum Sciences, and Electric Mobility will be the key.

Some of the newer opportunities that could be looked at are:

Emergence of Digital Business: In today's scenario digital business have taken the centre stage. The focus of IT services has shifted from cost arbitrage to providing digital transformation. The increase in digital spend by American companies can be leveraged by Indian companies operating in IT space for driving disruptive changes. As India embraces the implications of a swiftly digitising economy, policymakers increasingly recognise the role such transitions play in overall economic development. India is at the cusp of a digital revolution that is triggering transformative changes in areas like e-payments, e-health, digital literacy, farming, financial inclusion, geographic mapping, rural development, social benefit programmes, language localisation and much more. Govt of India aims that the digital economy will be close to USD 1 trillion by 2020-21.

Data Analytics: The US govt has the biggest share in big data spending worldwide, with more than 50 percent share in revenue. US is expected to remain the primary demand driver for spending on analytics solutions, thus providing a clear opportunity to the Indian ITes players.



Collaborating on new government initiatives: The momentum is going to increase manifold with new partnership opportunities with the US technology firms owing to many initiatives taken by Govt of India such as Digital India and the Smart Cities Mission.

Annexure 1: Trade & Investment statistics between India, US & Canada

1. India- US bilateral Trade

India-US Merchandise Trade (US\$ million)

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
EXPORT	42,448.66	40,336.01	42,212.27	47,878.48	52,406.27
%Growth		-4.98	4.65	13.42	9.46
IMPORT	21,814.60	21,781.39	22,307.44	26,611.03	35,549.48
%Growth		-0.15	2.42	19.29	33.59
TOTAL TRADE	64,263.26	62,117.39	64,519.71	74,489.51	87,955.76
%Growth		-3.34	3.87	15.45	18.08

Source: Department of Commerce

Trade in Services: Bilateral trade in services has grown at a very fast pace since the year 2000, increasing from a mere \$6 Billion in 2000 to \$54.6 billion in the year 2018 (CAGR of 13.1%). Of this, India's exports of services to the U.S. were valued at \$28.8 billion and India's imports of services from US were valued at \$25.8 billion. Trade in Services during the year 2018 was \$ 54.56 billion as compared to \$51.9 billion during 2017, which is an increase of 5.2%. During the period January – Sept 2019, trade in services grew by 1.5% to 41.47 billion from \$ 40.85 billion during the corresponding period in 2018.

Top 10 Export items: Natural pearls, stones etc; Pharmaceuticals; Mineral Fuels; Organic Chemicals; Textiles; Apparels; Marine products, Nuclear Reactor Boiler & Machinery; Vehicles except railways

Top 10 Import items: Natural pearls, stones etc; Mineral Fuels; Aircraft & Spacecraft parts; Edible fruits & nuts, Plastics & products; Electrical Machinery, Optic, Photo Instruments, Misc. chemical products

Bilateral Investments

- **FDI from US to India:** U.S. is the sixth largest source of foreign direct investment into India.
- The cumulative FDI inflows from the US during April 2000 to June 2019 amounted to \$ 27.01 billion* constituting 6% of the total FDI inflows into India. During the period April 2019 – June 2019, FDI from US stood at \$ 1.46 billion.
*only equity inflows



Financial Year	FDI Inflow from US
2000-05	2085.81
2006-10	6192.54
2011-15	5472.72
2016-19	13261.6
Total	27012.67

Source: DPIIT

- **Top 5 sectors for US investment:** U.S. direct investment in India is led by retail sector, professional, scientific, and technical services, manufacturing, and finance and insurance.
- Sales of services in India by majority U.S.-owned affiliates were \$27.0 billion in 2016 (latest data available), while sales of services in the United States by majority India-owned firms were \$17.0 billion.
- **Focus States for US investors:** Delhi NCR, Karnataka, Andhra Pradesh, Maharashtra
- **FDI from US to India:** Surveys of some leading companies indicate that Indian MNEs have invested more than \$18 billion and employ over 100,000 people across the United States. Infact, according to FICCI's internal study, these investment figures are just absolute figures, whereas a lot of Indian investment takes place through the third country gateways, making the total investments close to US\$ 42 billion.
- **Top sectors for Indian investment:** IT & ITES, Manufacturing, Pharmaceuticals
- **Top Indian companies in US:** Wipro, Infosys, L&T, Mahindra, TCS, Tata Steel, HCL, Dr Reddy, Sun Pharma, Jubliant, Piramal Group etc.

2. India- Canada bilateral Trade

India-Canada Merchandise Trade (US\$ million)

Year	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
EXPORT	2,196.00	2,018.42	2,004.12	2,506.15	2,851.42
IMPORT	3,749.42	4,234.03	4,131.52	4,728.51	3,515.41
TOTAL TRADE	5,945.42	6,252.45	6,135.64	7,234.66	6,366.83

Source: Department of Commerce



Trade in Services: Services: Total - US\$ - US\$ 1.7 billion Exports US\$ 1 billion Imports – US\$ 797.5 million

Top 10 Export items: gems, jewelry and precious stones, pharmaceutical products, ready-made garments, mechanical appliances, organic chemicals, light engineering goods, iron & steel articles, etc.

Top 10 Import items: pulses, roots & tubers, newsprint, wood pulp, asbestos, potash, iron scrap, copper, minerals and industrial chemicals, etc.

Bilateral Investments

- **FDI from Canada to India:** More than 400 Canadian companies have a presence in India, and more than 1,000 companies are actively pursuing business in the Indian market. FDI inflows from CANADA (which ranks 23 rd) are Rs. 5,167.42 crores (i.e. US\$ 0.92 billion), which represents 0.28% of the cumulative inflows received (this amount does not include inflows received prior to April 2000, as such data prior to that date was not centrally maintained by the RBI)
- Canadian Pension Funds have invested approx. US\$ 12.6 billion in India till now and are increasingly viewing India as an attractive destination for investments.

Financial Year	FDI Inflow from (X)
2000-10	310.23
2011-19	609.35
Total	919.58

Source: DPIIT

- **Top 5 sectors for Canada investment:** Services Sector, Drugs & Pharma, Trading, Computer Software & Hardware, Food Processing Industries
- **Top sectors for Indian investment:** IT, E-Commerce, Banking
- **Top Indian companies in Canada:** ICICI Bank, State Bank of India, Mahindra Tractors, Tata Steel Minerals Canada, Tata Consultancy Services, Jaguar Land Rover, Tata Communications and Indian Oil Corporation, Aditya Birla Group, Jubilant DraxImage Inc., Infosys Technologies Limited, Tech Mahindra, ESSAR Steel Algoma Inc., IFFCO Canada Enterprise Ltd., Abellon Energy Inc., WIPRO Technologies and Prime Focus World



Annexure 2: FICCI's key Platforms with US & Canada

- **MOU partners in US:** USIBC, USISPF, CIBC & ICC
- **Partnerships with Governments on both sides:** India- US Strategic and Commercial Dialogue, High Technology Cooperation Group-FICCI coordinates Lifesciences Working Group and Advanced Manufacturing, Trade Policy Forum, Head of State visits
- **Regular representations on behalf of Industry to DOC and Government:** Representation on GSP, Trade Deficit, Section 301, industry issues.
- **India-US Forum of Parliamentarians:** Platform for Indian Parliamentarians to develop & strengthen India-US relations through Track-2 initiatives, Annual Parliamentary delegation to United States.
- **FICCI's Role in Strategic Trade Controls:** Regular Export Control Workshops supported by Ministry of External Affairs and USBIS.
- **FICCI's participation at TIECON:** Annual delegation of 50-60 Indian start-ups who participate at the TIE conference.
- **India-US IPR Dialogue:** The last dialogue took place on October, 2019 at FICCI to address the IPR issues.
- **Collaboration in Media & Entertainment Sector:** FICCI's MOU with City of Toronto and participation in the Toronto Film Festival, Canada partner country at Frames.
- **Collaboration with Province/States:** MOUs with Virginia, Illinois & Maryland for economic cooperation, promotion of trade, technology & investment tie-ups,
- **Province/State collaboration:** Hosted Governors of Minnesota, Utah, Virginia, Illinois, Kentucky, South Carolina, Indiana & New Jersey, provincial governments from Quebec, British Columbia
- **FICCI Office** in Washington DC, USA
- **Innovation Programmes:**
 - **DST - Lockheed Martin India Innovation Growth Programme:** Started in 2007 is unique tripartite initiative of the Dept of Science & Technology, Govt of India, Lockheed Martin & Tata Trust.
 - **Millennium Alliance- An Innovation Partnership for Global Development Impact:** Started in 2013 in association with US Aid is a programme to promote grassroot innovations.