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**INDIA - OMAN HEALTHCARE COOPERATION: STRATEGIC  
PATHWAYS FOR PHARMACEUTICAL, HEALTHCARE, AND  
NURSING INTEGRATION**

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# **India - Oman Healthcare Cooperation: Strategic Pathways for Pharmaceutical, Healthcare, and Nursing Integration**

## **Executive Summary**

This white paper explores strategic cooperation opportunities between India and Oman in pharmaceuticals, healthcare services, and nursing professionals. With India positioned as the "Pharmacy of the World" and Oman's ambitious Vision 2040 healthcare expansion, bilateral collaboration presents unprecedented opportunities for market integration, knowledge transfer, and mutual economic growth. This document provides data driven analysis and actionable recommendations for enterprises and businesses seeking to leverage this partnership.

## **1. Introduction**

India and Oman share centuries old maritime trade relationships that have evolved into a modern strategic partnership. In the healthcare sector, both nations are uniquely positioned to create synergistic value, India with its pharmaceutical manufacturing prowess and healthcare workforce, and Oman with its expanding healthcare infrastructure and strategic geographic location.

### **Current Bilateral Context:**

- Bilateral trade (FY 2024 - 25): USD 10.61 billion
- India-Oman Joint Investment Fund: USD 300 million
- Indian diaspora in Oman: Over 620,000 people
- Oman ranks as India's 28th largest trading partner

The healthcare collaboration framework established under the India - Oman Joint Vision Partnership for the Future (2023) identifies health as a priority sector, creating a foundation for deeper integration across pharmaceuticals, medical technology, and human resources.

## **2. Historical Cooperation and Trade Overview**

### **2.1 Pharmaceutical Trade**

#### **India's Pharmaceutical Exports to Oman:**

- Current export value: USD 40.1 million (2023)
- Key products: Generic medicines, biologics, oncology drugs, diabetes care products

- Oman was the first GCC country to authorize India's Covaxin during COVID-19

### **Market Dynamics:**

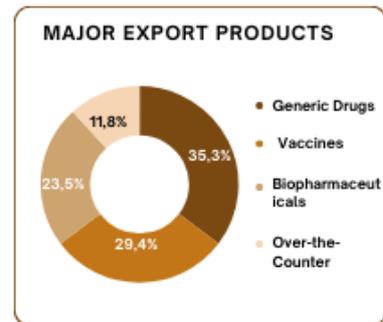
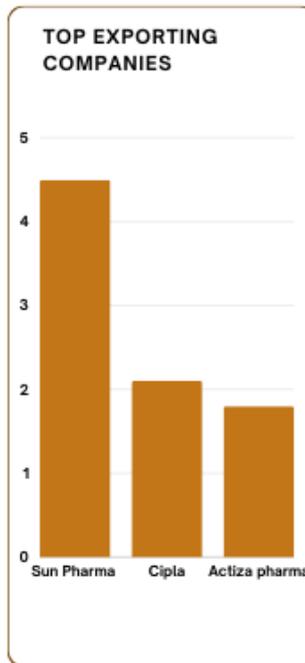
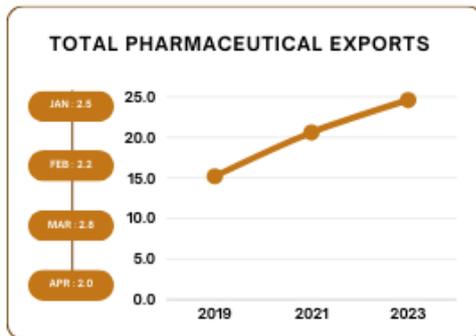
- India supplies approximately 6.6% of Oman's pharmaceutical imports
- Oman's pharmaceutical market valuation: USD 1.6 billion (projected 2025)
- Indian companies benefit from fast-track approval for medicines already cleared by UK, EU, and USA regulators

### **2.2 Healthcare Services Collaboration**

- Multiple Indian healthcare groups operate facilities in Oman (Aster DM Healthcare, KIMSHEALTH, Badr Al Samaa Group)
- Over 6,000 India - Oman joint ventures exist with estimated investments exceeding USD 7.5 billion
- Indian medical professionals dominate nursing and doctor positions in Oman's private healthcare sector

### **2.3 Workforce Exchange**

- Indian nurses and doctors are among the most sought after healthcare professionals in Oman
- Competitive tax-free salaries and comprehensive benefits packages
- Streamlined credential recognition processes for Indian healthcare workers
- Growing demand driven by Oman's Vision 2040 healthcare expansion (92 hospitals, 7,691 beds as of 2023)



### **3. What India Brings to the Table**

#### **3.1 Pharmaceutical Manufacturing Excellence**

##### **Global Leadership Position:**

- World's largest generic medicine supplier (20% global generic drugs by volume)
- Supplies 50% of global vaccine demand
- Operates 752 US FDA approved manufacturing facilities
- 2,050 WHO GMP certified plants
- 286 EDQM approved facilities

##### **Cost Competitiveness:**

- 30 - 35% cost advantage over US and European manufacturers
- Pharmaceutical exports (FY 2024 - 25): USD 30+ billion
- Export growth rate: 9% (nearly double global average of 5%)

##### **Product Portfolio:**

- Over 60,000 generic drugs across 60 therapeutic categories
- Expertise in biosimilars for oncology, autoimmune disorders, and diabetes

- Strong capabilities in complex generics and biologics
- Leading producer of Active Pharmaceutical Ingredients (APIs)

### **3.2 Healthcare Workforce**

#### **Nursing Professionals:**

- Second largest source of nurses globally (after Philippines)
- Over 56,000 Indian nurses working in top OECD countries (2017 data)
- Comprehensive training with English language proficiency
- Cultural adaptability and experience in GCC healthcare systems

#### **Medical Professionals:**

- 69,000 + Indian doctors working internationally in key markets
- Specialized expertise across multiple disciplines
- Cost effective training and certification compared to Western counterparts

### **3.3 Innovation and Technology**

- Growing R&D investments in new chemical entities and biosimilars
- Digital health infrastructure expertise (UPI payment systems, telemedicine platforms)
- Medical device manufacturing capabilities expanding under PLI schemes
- Expertise in high volume, quality-controlled pharmaceutical production

## **4. What Oman Brings to the Table**

### **4.1 Rapidly Expanding Healthcare Market**

#### **Market Size and Growth:**

- Healthcare market value: USD 4.4 billion (2024)
- Projected hospital market: USD 2.03 billion by 2029
- Medical supplies and equipment market: 7.8% CAGR (2024 - 2032)

- Healthcare infrastructure: 92 hospitals with 7,691 beds (2023)

#### **Major Infrastructure Projects:**

- Al Suwaiq Hospital and New Sultan Qaboos Hospital: USD 558.44 million investment
- 19 new healthcare investment projects launched in 2023
- 22+ dialysis centers with 500 state of the art machines
- Nine new hospitals under construction

#### **4.2 Strategic Geographic Position**

- Gateway to GCC markets (Saudi Arabia, UAE, Kuwait, Qatar, Bahrain)
- Proximity to Strait of Hormuz (critical oil transit point)
- Duqm Port: Strategic logistics hub with exclusive zone for India
- Strong maritime connectivity to East Africa and South Asia

#### **4.3 Regulatory Environment**

##### **Business-Friendly Policies:**

- Mandatory health insurance implementation (2019): expanding private sector participation
- Fast-track regulatory approvals for international standard medicines
- Public-Private Partnership (PPP) models encouraged
- Foreign investment facilitation through Invest Oman initiatives

##### **Healthcare Priorities:**

- Focus on non-communicable diseases (diabetes, cardiovascular, cancer): 72% of deaths
- Diabetes population projected to reach 217,000 by 2025
- Emphasis on preventive care and specialized services
- Health Vision 2050: comprehensive healthcare transformation plan

#### **4.4 Financial Capacity**

- Per capita income: USD 25,060 (vs. India's USD 2,370)

- Higher spending power for premium healthcare products and services
- Government commitment to healthcare investment
- Stable banking sector and fiscal buffers for project financing

## **5. Unique, Constructive, and Doable Recommendations**

### **Recommendation: India - Oman Pharmaceutical & Biotech Cluster Development Program (Kazain Model Integration)**

#### **Implementation Strategy:**

- Leverage Kazain's cluster based industrial zoning, which already focuses on pharmaceuticals, biotech, and food processing.
- Establish an India - Oman Cluster Partnership Platform where Indian pharma, biotech, API manufacturers, and med - tech SMEs set up operations within the Kazain industrial cluster.
- Co-locate companies from the same value chain formulations, packaging, quality testing labs, cold chain logistics, R&D units to reduce operational costs and increase efficiency.
- Create a joint pharma - biotech incubation hub within Kazain for SMEs from India seeking soft landing, regulatory support, and market access to GCC.
- Integrate shared infrastructure: QC labs, bioequivalence centres, warehousing, cold chain, effluent treatment, and training centres for pharmacists & regulatory professionals.

#### **Benefits:**

- Economies of scale: Shared facilities reduce cost of production by 25 - 30%.
- Cluster synergies: Companies benefit from proximity to similar industries testing, packaging, APIs, R&D, logistics.

- Faster innovation cycle: Co - location accelerates joint product development, tech transfer, and regulatory approvals.
- GCC market access: Kazain becomes the pharma entry-point for 60+ million GCC consumers.
- Job creation: 3,000+ direct jobs in pharma manufacturing, quality assurance, R&D, and logistics.

**Key Metrics (KPIs):**

- Number of Indian companies setting up in the Kazain Pharma Cluster
- Cluster-wide production output (USD)
- Cost savings from shared utilities and infrastructure
- Number of new co developed products (India–Oman)
- Employment generated within the cluster
- Regulatory approval time reduction due to integrated services

**Recommendation 1: Establish Joint Pharmaceutical Manufacturing Hubs in Duqm**

**Implementation Strategy:**

- Create dedicated pharmaceutical Special Economic Zone (SEZ) at Duqm Port
- Indian pharmaceutical companies establish GMP compliant manufacturing facilities
- Focus on producing medicines for entire GCC region using Oman as base

**Benefits:**

- Reduce logistics costs by 25-30% for GCC market penetration
- Leverage Oman's FTA negotiations with GCC nations
- Create 3,000 - 5,000 direct jobs
- Position Oman as regional pharmaceutical hub
- Reduce dependency on imports for both countries

## **Recommendation 2: Create India - Oman Healthcare Professionals Exchange Program**

### **Implementation Strategy:**

- Establish bilateral credential recognition framework
- Indian nursing colleges partner with Omani hospitals for clinical training
- Create "train and deploy" model with guaranteed employment contracts
- Reverse knowledge transfer: Omani healthcare administrators train in Indian hospital management

### **Benefits:**

- Address Oman's healthcare workforce shortage (9,000+ positions needed by 2030)
- Provide structured career pathways for 5,000+ Indian nurses annually
- Standardize quality of care across both nations
- Reduce recruitment costs by 40%
- Cultural integration through structured orientation programs

### **Key Metrics:**

- Placement target: 5,000 nurses and 500 doctors annually by Year 3
- Reduction in workforce vacancy rates: 30%
- Training program participants: 200 Omani administrators in Indian institutions annually

## **Recommendation 3: Joint Center of Excellence for Diabetes and Cardiovascular Care**

### **Implementation Strategy:**

- Establish flagship India - Oman Diabetes and Cardiac Center in Muscat
- Indian pharmaceutical companies provide specialized medications at subsidized rates
- Indian medical specialists conduct training programs and telemedicine consultations
- Research collaboration on diabetes prevention in GCC populations

**Benefits:**

- Address Oman's highest disease burden (diabetes: 13.4% prevalence)
- Reduce treatment costs by 35 - 40% through economies of scale
- Create research data on Arab population health patterns
- Serve as model for GCC wide replication
- Treat 10,000+ patients annually

**Key Metrics:**

- Patient capacity: 10,000 - 15,000 annually
- Research publications: 20+ annually

**Recommendation 4: Oman - India Generic Medicines Procurement Alliance****Implementation Strategy:**

- Establish joint procurement mechanism for bulk generic medicine purchases
- Leverage India's production scale for better pricing for Oman
- Create digital platform for order management and supply chain tracking
- Quality assurance partnership with WHO - GMP standards

**Benefits:**

- Reduce pharmaceutical procurement costs by 30 - 35%
- Ensure consistent medicine availability across Oman
- Streamline regulatory approvals through standardized processes
- Guarantee supply chain security during global disruptions
- Annual savings: USD 150 - 200 million for Omani healthcare system

**Key Metrics:**

- Volume target: 70% of Oman's generic medicine needs
- Cost reduction: 30 - 35% compared to current procurement
- Supply reliability: 99% on time delivery rate
- Product range: 5,000+ SKUs

**Recommendation 5: Telemedicine Bridge Program****Implementation Strategy:**

- Connect Indian super-specialty hospitals with Omani primary care centers
- 24/7 specialist consultation services via secure digital platform
- AI powered diagnostic support using Indian healthtech innovations
- Cross border patient referral system for complex cases

**Benefits:**

- Improve access to specialists in rural Oman (40% population)
- Reduce unnecessary travel for patients (cost savings: USD 5 - 10 million annually)
- Enable second opinions from Indian medical experts
- Build database for AI driven diagnostics
- Consultation capacity: 100,000+ annually

**Key Metrics:**

- Platform deployment: 6 months
- Connected facilities: 50 Omani health centers + 20 Indian specialty hospitals
- Consultations: 100,000+ annually by Year 2
- Patient satisfaction target: 90%+

## **Recommendation 6: Pharmaceutical R&D Collaboration Hub**

### **Implementation Strategy:**

- Joint research center focusing on biosimilars and complex generics
- Co-investment in clinical trials for medicines targeting regional diseases
- Technology transfer agreements between Indian pharma companies and Omani institutions
- Intellectual property sharing framework

### **Benefits:**

- Accelerate drug development timelines by 20 - 25%
- Reduce R&D costs through shared infrastructure
- Develop region-specific formulations
- Create 500+ high skilled research jobs
- Patent portfolio: 50+ jointly owned patents by Year 5

### **Key Metrics:**

- Investment: (50:50 co - investment)
- Clinical trials: 20+ annually
- New drug applications: 10+ annually
- Time to market reduction: 25%

## **Recommendation 7: Medical Device Manufacturing Partnership**

### **Implementation Strategy:**

- Indian medical device companies establish assembly and manufacturing units in Oman
- Focus on CT scan machines, MRI equipment, patient monitoring systems
- Leverage India's PLI scheme benefits and Oman's market access to GCC
- Joint quality certification and regulatory compliance framework

**Benefits:**

- Reduce medical device import dependency by 40%
- Create 2,000+ manufacturing jobs
- Lower device costs by 30% through local production
- Export to GCC markets with "Made in Oman" advantage
- Projected market size: USD 500 million by 2030

**Key Metrics:**

- Manufacturing facilities: 5 - 7 by Year 3
- Import substitution: 40%

**Recommendation 8: Nursing Education Excellence Program****Implementation Strategy:**

- Indian nursing colleges establish satellite campuses or partner institutions in Oman
- Curriculum aligned with international standards (UK, USA, Prometric)
- Clinical training in both Indian and Omani hospitals
- Language training (English, Arabic) integrated into programs

**Benefits:**

- Address local nursing shortage through domestic training
- Reduce dependency on foreign recruitment (cost savings: 50%)
- Create pathway for Omani nationals into nursing profession
- Graduates: 1,000+ annually by Year 3
- Employment guarantee through hospital partnerships

**Key Metrics:**

- Nursing colleges established: 3 - 4 across Oman

- Annual graduates: 1,000+ by Year 3
- Employment rate: 95%+
- Cost per nurse training: 40% lower than current international recruitment

## **Recommendation 9: Digital Health Records Integration**

### **Implementation Strategy:**

- Implement India's digital health stack architecture in Oman (based on UPI model)
- Create interoperable electronic health records system
- Enable seamless patient data sharing between Indian and Omani healthcare facilities
- AI powered health analytics for population health management

### **Benefits:**

- Improve continuity of care for patients traveling between countries
- Reduce duplicate diagnostics (cost savings: USD 20 - 30 million annually)
- Enable big data analytics for public health policy
- Support telemedicine and remote care initiatives
- Cover 100% of Oman's population within 3 years

### **Key Metrics:**

- System deployment: 18 - 24 months
- Patient enrollment: 5 million+ (entire Oman population)
- Healthcare facilities connected: 200+
- Reduction in duplicate tests: 35%

## **Recommendation 10: Specialized Cancer Care Partnership**

### **Implementation Strategy:**

- Indian oncology centers (Tata Memorial, AIIMS) partner with Omani cancer centers
- Joint oncology drug procurement for biosimilars and innovative therapies
- Oncologist exchange program and training
- Clinical trial collaboration for cancer research

### **Benefits:**

- Address rising cancer incidence (2,101 cases in 2017, growing annually)
- Reduce cancer treatment costs by 40 - 50% through affordable biosimilars
- Improve survival rates through knowledge transfer
- Treat 5,000+ cancer patients annually
- Research collaboration generates actionable data

### **Key Metrics:**

- Treatment cost reduction: 40 - 50%
- Patient capacity: 5,000+ annually
- Oncologist training: 50+ annually
- Clinical trials: 10+ annually
- 5-year survival rate improvement: 15 - 20%

## **Recommendation 11: Mobile Healthcare Units for Rural Oman**

### **Implementation Strategy:**

- Deploy Indian designed mobile healthcare units to underserved areas in Oman
- Staff with Indian healthcare professionals on rotation basis
- Equipped with telemedicine connectivity to urban hospitals

- Preventive care focus (diabetes, hypertension screening)

**Benefits:**

- Reach 40% rural population with limited healthcare access
- Preventive care reduces long-term healthcare costs by 25%
- Screen 200,000+ people annually
- Early disease detection improves outcomes
- Create 500+ mobile healthcare jobs

**Key Metrics:**

- Mobile units deployed: 50 across Oman
- Population covered: 2 million+
- Annual screenings: 200,000+
- Cost per screening: 70% lower than hospital-based
- Disease detection rate increase: 40%

**Recommendation 12: Pharmaceutical Supply Chain Resilience Initiative**

**Implementation Strategy:**

- Create strategic pharmaceutical stockpiling facility in Duqm
- Implement blockchain based supply chain tracking
- Joint crisis response mechanism for medicine shortages
- Regional distribution network for GCC emergency supplies

**Benefits:**

- Ensure medicine availability during global disruptions (COVID-19 lessons)
- Reduce supply chain costs by 15 - 20%
- Provide 6-month strategic reserve for critical medicines

- Position Oman as regional pharmaceutical security hub
- Support GCC countries during emergencies

**Key Metrics:**

- Supply chain efficiency improvement: 20%
- Emergency response time: 48 hours for GCC countries
- Reduction in stockouts: 90%

**Recommendation 13 : API & sterile injectables corridor (logistics + co - invest)**

- Secure supply of active pharmaceutical ingredients (APIs) and sterile injectables through bonded storage + cold chain corridor between Indian ports and Omani facilities.
- Benefit: Reliability in essential medicines, reduced stockouts, shared warehousing lowers costs.
- Implementation: Private logistics consortium, customs facilitation, cold - chain service providers.
- KPI: On - time fill rate; inventory turnover improvement; cost-per-unit logistics.

**Recommendation 14: India - Oman Clinical Trials & Bioequivalence collaboration centre (Regulatory cluster)**

- A regulatory test bed in Oman for bridging studies, bioequivalence testing and multisite clinical trials targeting GCC and Africa markets.
- Benefit: Faster market approval in region, revenue from CRO services, data sovereignty for Oman.
- Implementation: Accreditation partnership (Oman MoH + Indian CROs + university hospital network).
- KPI: Number of trials hosted; approvals accelerated; revenue from CRO services.

**Recommendation 15: Nursing & allied-health structured mobility programme (training → placement → career pathway)**

- Bilateral programme: standardized training modules in India (aligned to Oman Prometric/SCFHS requirements), apprenticeship placements in Oman hospitals with defined career progression and return/upskilling pathways.
- Benefit: Predictable high quality workforce supply to Oman; improved nurse retention; remittance & skills returns to India.
- Implementation: Memorandum between Indian training institutes + Oman health authorities; bridging courses and language/clinical skills modules.
- KPI: Pass rate on licensing exams; retention at 1/3/5 years; vacancy fill time for Oman hospitals.

**Recommendation 16: Cross-border telemedicine networks (India specialists → Oman patients)**

- Secure teleconsultation platforms connecting Indian specialist hubs (oncology, cardiology, endocrinology) with Omani hospitals for remote consults, case management and training.
- Benefit: Upskilling local clinicians, reduced patient travel, revenue for Indian specialists and hospitals.
- Implementation: Data security compliant platform, pilot within tertiary hospital chain, reimbursement framework.
- KPI: Number of teleconsults; reduced referrals abroad; clinician satisfaction scores.

**Recommendation 17: Green pharma & sustainability standards (energy/water efficiency)**

- Incentivise low carbon, low water pharma processes in new Oman facilities using Indian green chemistry expertise.
- Benefit: Lower operating costs, compliance with GCC sustainability goals, export appeal.
- Implementation: Technical audits, grant or tax relief for green investments.
- KPI: Energy/water reduction metrics; green certification uptake.

**6. Success Metrics and KPIs**

**Healthcare Outcome Indicators**

- Healthcare access improvement: 95% population coverage in Oman
- Disease management: 30% reduction in diabetes complications
- Maternal and child health: Maintain 99%+ hospital delivery rates
- Cancer survival rates: 20% improvement in 5 year survival

### **Operational Excellence Indicators**

- Medicine availability: 98%+ for essential medicines
- Healthcare worker satisfaction: 85%+ retention rates
- Supply chain efficiency: 95%+ on-time delivery
- Digital health adoption: 90%+ population enrollment

### **Innovation and Quality Indicators**

- Joint patents filed: 50+ by 2030
- Clinical trials conducted: 100+ by 2030
- Quality certifications: 100% GMP compliance
- Research publications: 200+ in peer-reviewed journals

## **7. Case Studies and Best Practices**

### **7.1 Aster DM Healthcare Success Story**

Aster DM Healthcare's expansion in Oman demonstrates the viability of Indian healthcare enterprises in the Omani market. The company operates multiple facilities including the 175 bed Aster Royal Al Raffah Hospital in Muscat, providing multispecialty services. Key success factors include:

- Adaptation to local preferences while maintaining international standards
- Investment in state-of-the-art technology
- Employment of diverse workforce (Indian expertise + local knowledge)
- Strong relationships with insurance providers

- Focus on specialized services addressing local disease burden

**Replication Potential:** This model can be scaled across other GCC countries using Oman as the base.

## **7.2 Cipla's Generic Medicines Model**

Cipla's success in African markets through affordable generics provides a blueprint for Oman collaboration:

- Tiered pricing based on purchasing power
- Technology transfer for local production capability
- Training programs for local healthcare workers
- Long-term supply commitments ensuring availability

**Application to India-Oman:** Similar approach can reduce medicine costs in Oman while ensuring profitability for Indian companies.

## **8. Competitive Landscape Analysis**

### **8.1 Regional Competition**

#### **Current Competitors in Oman Healthcare Market:**

- Chinese pharmaceutical companies (import value leadership)
- European medical device manufacturers
- Philippine and Egyptian nursing professionals
- UAE and Saudi healthcare groups

#### **India's Competitive Advantages:**

- Cost competitiveness: 30-35% lower than Western competitors
- Cultural familiarity and language (Hindi, Urdu widely spoken)
- Geographic proximity enabling faster logistics
- Established diaspora network reducing integration barriers

- Proven track record in GCC markets

## 8.2 Differentiation Strategies

### For Indian Enterprises:

- Emphasize quality certifications (FDA, WHO-GMP approvals)
- Leverage technology and innovation capabilities
- Offer integrated solutions (products + services + training)
- Build long-term partnerships vs. transactional relationships
- Focus on knowledge transfer and capacity building

### For Omani Stakeholders:

- Position as GCC healthcare hub leveraging Indian partnership
- Develop expertise in regulatory excellence
- Create sustainable local manufacturing ecosystem
- Build research capabilities through collaboration

## 9. Conclusion

The India Oman healthcare partnership represents a transformative opportunity to create a model of South South cooperation that delivers tangible benefits to both nations. India's pharmaceutical excellence, healthcare workforce, and innovation capabilities complement Oman's expanding healthcare infrastructure, strategic location, and vision for becoming a regional healthcare hub.

The 12 recommendations outlined in this white paper provide a comprehensive roadmap for integration across pharmaceuticals, healthcare services, and nursing professionals. With combined investments of over USD 1 billion and the potential to generate USD 500+ million in annual bilateral trade by 2030, this partnership can:

- **Reduce Healthcare Costs:** Save Oman USD 500 million annually through affordable medicines and efficient care delivery
- **Create Quality Employment:** Generate 25,000+ high-skilled jobs across both nations

- **Improve Health Outcomes:** Address critical disease burdens (diabetes, cardiovascular, cancer) affecting millions
- **Drive Innovation:** Establish world-class R&D capabilities producing 50+ patents and 100+ clinical trials
- **Build Resilience:** Create supply chain security for essential medicines across the GCC region

#### **Critical Success Factors:**

1. Strong political will and sustained government commitment
2. Private sector leadership with adequate investment
3. Regulatory harmonization and mutual recognition frameworks
4. Skilled workforce development and knowledge transfer
5. Technology adoption and digital transformation
6. Risk management and quality assurance systems

#### **Call to Action:**

For this vision to become reality, stakeholders across both countries must act decisively:

- **Governments:** Finalize bilateral agreements, establish coordination mechanisms, and provide policy support
- **Private Sector:** Commit investments, form partnerships, and drive innovation
- **Healthcare Professionals:** Participate in exchange programs and knowledge sharing initiatives
- **Academic Institutions:** Develop curriculum and conduct collaborative research
- **Civil Society:** Support awareness campaigns and community health initiatives

The time is opportune. With Oman's Vision 2040 healthcare transformation underway and India's pharmaceutical sector experiencing unprecedented global growth, the foundation exists for a partnership that will serve as a benchmark for international healthcare cooperation. Through strategic implementation of these recommendations, India and Oman can jointly

contribute to the global goal of universal health coverage while creating shared prosperity for their peoples.