

# The FIP Early Career Pharmaceutical Group

## FIP ECPG Strategic Plan 2023-2030

2023

**fip** | DEVELOPMENT  
GOALS



**fip** | International  
Pharmaceutical  
Federation

## Colophon

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## Foreword from FIP ECPG President



Dear Colleagues and Friends,

It is with immense pride and a profound sense of shared purpose that I present to you the strategic plan for the FIP Early Career Pharmacists Group (ECPG). As the creators of this document and the driving force behind its vision, I stand with you, as a fellow advocate, committed to propelling our profession towards greater horizons. This document will detail the processes behind the development of ECPG's future vision and strategic goals based on emerging trends in pharmacy practice, pharmaceutical sciences, education and ECPG members' feedback.

This strategic plan, born from countless hours of collaboration and consultation, encapsulates ECPG's commitment to promoting the values of the International Pharmaceutical Federation (FIP). It's a tribute to our relentless pursuit of excellence, our unwavering dedication to lifelong learning, and our fervent belief in the power of connections. Within these pages, you will find not just goals and objectives, but collective aspirations, finely woven with threads of inclusivity, empowerment, and innovation. ECPG aspires

to create a thriving community where every early career professional finds their rightful place under the maxim of one FIP.

As we embark on this journey together, let us remember that leadership is not a singular destination, but an ever-evolving expedition. The path might be winding, the challenges formidable, but our commitment to shaping pharmacy as the future of the profession, transcends obstacles.

I extend my heartfelt gratitude to one FIP Pharmacy, global early career pharmaceutical organisations' representatives, early career pharmacists, pharmaceutical scientists and educators who contributed and championed this endeavour. Together, as architects of change, let us set sail towards the promising horizons that this strategic plan illuminates.

Kind regards,

Safiye Çağansel,  
President 2023-2024

FIP Early Career Pharmaceutical Group (FIP ECPG)

## Foreword from the FIP Leadership

FIP's Early Career Pharmacists Group (ECPG; formerly known as the Young Pharmacists Group) was established in 2001, providing a network within our federation dedicated to the needs of colleagues at the beginning of their careers, but also recognising the voice of these colleagues as drivers of change with important stakes in the future of our profession. Over the years, the great enthusiasm of the group's steering committees has seen the ECPG grow in importance and participation within our federation. As we stand on the threshold of a new era of health care, we see this comprehensive ECPG strategy document as the next step in the group's evolution. We commend the current ECPG leadership for its care in ensuring that this new strategic plan, taking the group to 2030, aligns with FIP's current strategic plan and incorporates the [FIP Development Goals](#) to transform the profession. We also commend the group for giving prominence to the One FIP ethos. Indeed, the ECPG itself, representing colleagues from many different fields of pharmacy, embodies this ethos.

The responsibilities and opportunities for pharmacists have expanded far beyond traditional roles and today pharmacists are actively engaged in medication therapy management, clinical interventions, public health initiatives, research, and health care leadership. The contribution of early career pharmacists is crucial to advancing patient care, improving health outcomes, and shaping the landscape of pharmaceutical practice. This document, which sets out six strategic priorities for the ECPG, is a testament to the group's commitment to nurturing the growth, development, and engagement of early career colleagues. It recognises the challenges they face and the needs that the group's members have shared, and it provides a vision for continued success. Early career pharmacists are not merely the future; they are a dynamic force shaping the present, as this document demonstrates. We congratulate the ECPG on this new and significant publication, and we look forward to supporting and seeing the results of its implementation. Together, we can ensure that our profession continues to be at the forefront of health care, health for all, leaving no one behind.



Mr Luís Miguel Lourenço  
Professional Secretary  
ECPG Bureau Liaison



Mr Paul Sinclair  
President  
FIP



Dr Catherine Duggan  
Chief Executive Officer  
FIP

# 1. Introduction

## 1.1 International Pharmaceutical Federation (FIP)

The International Pharmaceutical Federation (FIP) is a non-governmental organisation, founded in 1912, that is the global body for pharmacy, pharmaceutical sciences, and pharmaceutical education. Through its 152 national organisations, academic institutional members, and individual members, FIP represents over four million pharmacists, pharmaceutical scientists, and pharmaceutical educators around the world.

The International Pharmacy Federation (FIP) represents more than 4 million professionals in the pharmaceutical sector. FIP works to support the on-going development of pharmacists and pharmaceutical scientists to ensure that the workforce meets the healthcare needs and expectations of the global population. FIP collaborates with several key organizations including the World Health Organization (WHO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), World Health Professions Alliance (WHPA), regional pharmaceutical forums and other external partners to ensure its objectives align with global movement and initiatives.

### 1.1.1 Mission

The mission of FIP is to support global health by enabling the advancement of pharmaceutical practice, sciences, and education.

### 1.1.2 Vision

FIP's vision is a world where everyone benefits from access to safe, effective, quality and affordable medicines and health technologies, as well as from pharmaceutical care services provided by pharmacists, in collaboration with other healthcare professionals.

## 1.2 FIP Early Career Pharmaceutical Group (ECPG)

FIP Early Career Pharmaceutical Group (ECPG) is a network of motivated early career professionals and students within FIP. The group was officially established in 2001 with the name FIP Young Pharmacists Group (YPG), but early career pharmacists and pharmaceutical scientists have been a part of FIP for many years.

In 2022, the YPG was renamed ECPG to better reflect our diverse membership which, as well as young pharmacists, pharmacy educators and pharmaceutical scientists, also represents colleagues who graduate with their first degree in pharmacy or pharmaceutical sciences later in life, meaning that they, too, are early on in their pharmaceutical career. Also, the ECPG president's term of office was increased to two years to better align with other FIP constituencies, to ensure sustainability and improve the implementation of projects, and to support succession planning. The eligibility for membership of the group was increased to eight years post-graduation, adding three more years (it was previously five years post-graduation), which widens the scope for members to benefit from opportunities within ECPG, including ECPG leadership roles.

The objectives of ECPG are to facilitate connections and networking so that new ideas can be shared, and to open doors to information and new possibilities. ECPG values inclusivity, collaboration, engagement, innovation, and professionalism. Recognising the vision and mission of FIP as the primary guiding principles, ECPG aligns its own mission and vision to complement and support the underlining goals of FIP.

### 1.2.1 Mission

ECPG aims to promote the goals of FIP by encouraging early career members of the federation to participate in FIP projects and activities. Through this, ECPG seeks to develop individuals who can act as agents of positive change at local, national, and international levels, both in the profession and in society. ECPG's goal is to connect our members and foster leadership within FIP's sections that focus on pharmacy practice, the special interest groups that focus on pharmaceutical sciences, and within FIPed that focuses on pharmacy education. ECPG also aims to support early career pharmacists and pharmaceutical scientists from around the globe who have limited resources either for professional organisation involvement or for their own research.

### 1.2.2 Vision

ECPG envisions a future where early career pharmacists, pharmaceutical scientists, and pharmacy and pharmaceutical sciences educators from around the world are empowered to make a positive impact in their communities and the profession.

### 1.2.3 The team

The ECPG Steering Committee is elected annually at the ECPG Business Meeting which acts as the annual general assembly in which anyone can attend the meeting, but only ECPG members with at least 90 consecutive days of FIP ECPG membership are eligible to propose a motion or vote. Members must have 6 months of membership to stand for election to the steering committee. The steering committee consists of the (1) President, (2) President-Elect that is elected bi-annually, (3) Secretary, (4) Chairperson of Projects, (5) Chairperson of Public Relations, and (6) Chairperson of Liaisons. The functions of the steering committee are to:



- Maintain internal communication between and provide support to the ECPG members of FIP.
- Coordinate the planning of the activities for ECPG members during the annual FIP congress.
- Appoint coordinators, liaisons and other subcommittees as deemed appropriate.
- Manage the financial responsibilities as defined in the current documents.
- Attend FIP congresses and events where possible.

FIP ECPG Steering Committee also appoints a subcommittee every year. The subcommittee structure will need to align with the strategic plan to ensure that its work will be directed toward achieving one or more of the goals as per the timeline. The current structure includes 3 committees:

- ECPG Liaisons Team, which is composed of Liaisons to FIP Sections, Special Interest Groups, FIP Congress, FIP Foundation, FIP HUB and GWHN Youth Hub.
- ECPG Projects Team, which is composed of professional development coordinator, team members and project coordinators.
- ECPG Public Relations Team, which is composed of publications team, member relations team and the media team that includes social media managers.

## 1.3 Drivers for change

In 2019, FIP updated its Strategic Plan that includes the vision, mission and six strategic outcomes for FIP. This also included aligning all FIP activities and projects to ensure all parts of FIP are coordinated from within and from the outside - "One FIP". In 2019, FIP ECPG (YPG back then) has completed a Member Needs Assessment Survey, targeting the young pharmacists and pharmaceutical scientists globally and accepted responses from both members and non-members. This survey was followed by a report in December 2019, where the participants were asked what priorities/activities they would like FIP YPG (ECPG) to focus on in order to support their personal and professional goals. It was found that most respondents chose 'International YPG (ECPG) conference' as their preference. This was closely matched by "National YPG (ECPG) conference", "Webinars", and "Opportunities for grants/ scholarships".

Furthermore, in 2020 FIP launched the Development Goals (DGs) as key resources in supporting the transformation of Pharmacy into the next decade globally, regionally, and locally. The FIP DGs align with FIP's mission to support, 'global health by enabling the advancement of pharmaceutical practice, sciences and education'. FIP DGs are also in alignment with the United Nations (UN) Sustainable Development Goals. Hence, it is important the FIP ECPG review its own strategy to align with "One FIP" and the DGs. The shifts in early careers involvement in pharmacy practice and pharmaceutical sciences, ECPG member engagements and the FIP strategy have further highlighted the need for a review of the outcomes of the YPG (ECPG) member needs assessment to ensure that FIP ECPG is still relevant and responsive to member needs. This strategic plan 2023-2030 would ensure ECPG strategy reflects the "One FIP" vision as well as is relevant to current and future vision and goals for early career pharmacists, pharmaceutical scientists, pharmacy educators and students.



### 1.3.1 FIP Development Goals

The 21 FIP Development Goals, launched by the International Pharmaceutical Federation (FIP) in September 2020, are a key resource for transforming the pharmacy profession over the next decade globally, regionally, and nationally. They align with FIP's mission to support global health by enabling the advancement of pharmaceutical practice, sciences and education and are set to transform pharmacy in alignment with wider global imperatives underpinning the UN Sustainable Development Goals (SDGs) that bring together workforce and education, practice, and science in a transformative framework, defining an improved and more advanced pharmacy profession for the next decade. The 21 DGs are accompanied by a growing set of FIP global tools, structures, indicators, and programmes to facilitate and support the process of transformation. The FIP DGs serve as a systematic framework for needs assessment and mapping priorities.



Figure 1.3. The 21 FIP Development Goals (FIP DGs)

### 1.3.2 Rationale and context for ECPG – Global trends and challenges

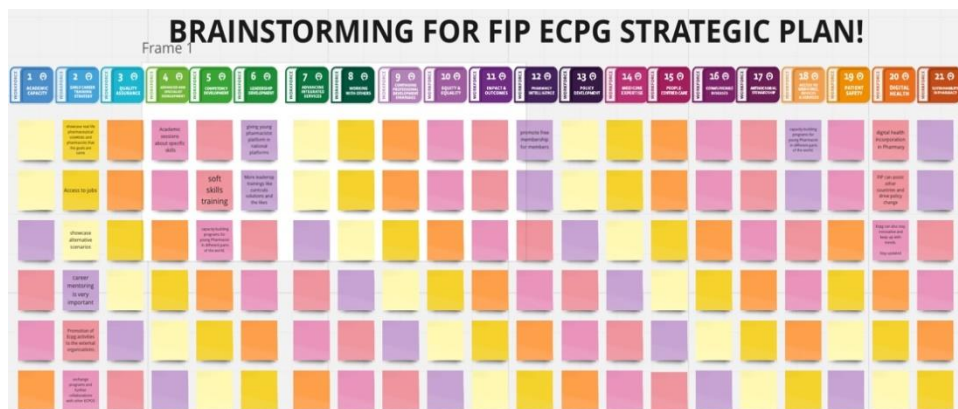
Following up on the global trends in the pharmacy and pharmaceutical sciences world, ECPG reflected on the pertinence and need of developing its own strategic plan to be implemented to support FIP DGs and aim for UN SDGs 2030, to map the trends and challenges and transform them into practice for early careers. As touched at section 1.3 drivers for change section, after the needs assessment survey, job and career satisfaction survey and the role of early-career pharmaceutical groups in global health have been evaluated to build up further on the work of ECPG (former YPG) over the past 20 years. Based on the findings, it is also important to ensure equal opportunities are provided for education and training, considering gender and diversity balances. Conducting education and training can be achieved through collaboration with national professional organisations, universities, and global organisations such as FIP through the ECPG.

Therefore, this ECPG Strategic Plan should also serve as a contribution for the next FIP development goals progress report, FIP ECPG members with national and regional Early Career Pharmaceutical Organisations (ECPOs). Safiye Çağansel, ECPG President 2023-2024, having to come up with the idea and the vision of the ECPG Strategic Plan 2023-2030 with the work; former and current ECPG teams, ECPG individual members, ECPG ECPOs network and FIP team were involved in the reflection and feedback process.



**Figure 1.4. Announcement and call for members’ participation for the 1<sup>st</sup> global FIP ECPG Town Hall and Networking Meeting**

This document showcases some of the work associated with developing global strategy for early careers. As the pandemic, technology and the digitalisation world has made everything more accessible and straightforward, ECPG explored the vision, priorities, and the needs of ECPG members via several platforms, including but not limited to google forms as an online survey, Miro as a tool for brainstorming and mapping the insights, global virtual Town Hall meeting via Zoom on 25 March 2023. In all aspects of data collection, it was analysed from ECPG individual member and ECPG member ECPO perspectives to map the strategic plan more effectively.



**Figure 1.5. Miro Platform board that was used in brainstorming and visualisation of the strategies and mapping of ECPG’s global, regional and national vision towards FIP DGs.**

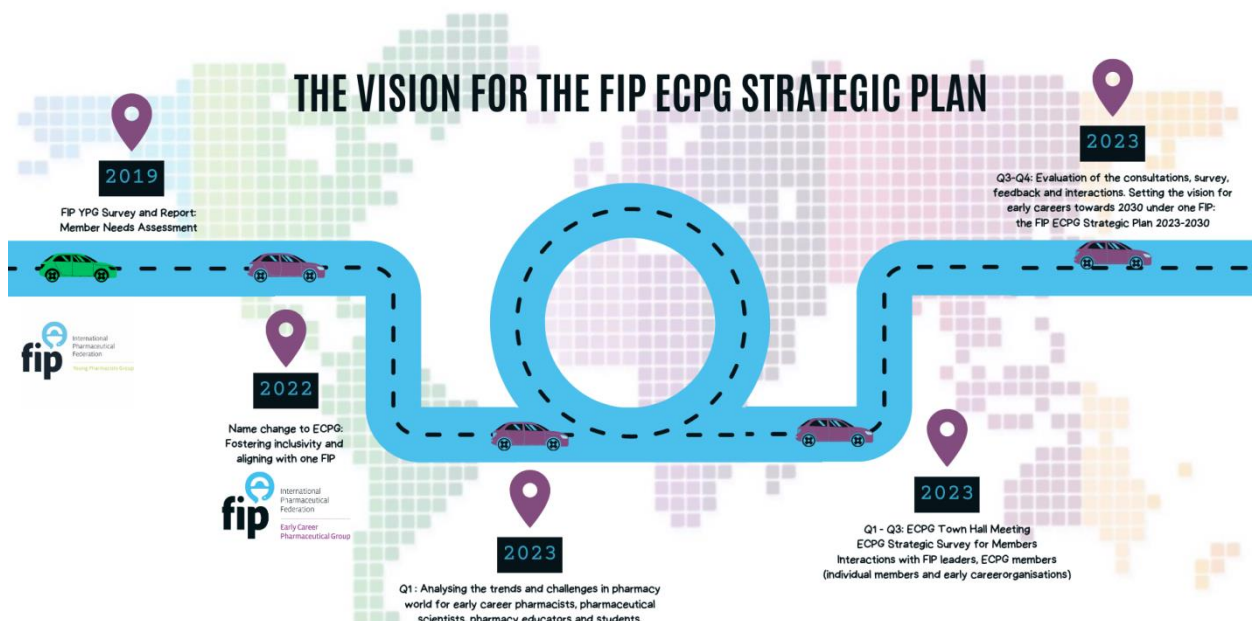
## 2 Vision for ECPG – Early career pharmacists, pharmaceutical scientists, and pharmacy educators

The FIP ECPG Strategic Survey was analysed and combined with the input from the live discussions with early career individuals, early career pharmaceutical organisations and ECPG members at the ECPG Town Hall Meeting and networking event. The feedback provided from the FIP ECPG Strategic Survey for members, which was considered from the national early career organisations and individual members’ perspectives. As visualised in figure 2.2. The vision and roadmap in setting up the ECPG Strategic Plan 2023-2030, the trends from 2019 were analysed until July 2023, different perspectives and inputs were evaluated in formulating the vision of ECPG. Based on the survey results, the 3 main focus areas of global ECPG membership are visualised in figure 2.1. This document and the following sections in this plan intend to give insight to the outcome of the mentioned path that was followed, to the preferred future, the future roadmap i.e., how to get there, and to present such vision. Also, the FIP development goals have been ranked based on the priorities of the ECPG membership, on global, national, and regional screening and engagement as shown in figure 2.3.



Figure 2.1. Top 3 global focus areas of FIP ECPG Membership

Figure 2.2. The vision and roadmap in setting up the ECPG Strategic Plan 2023-2030



## 2.1 Strategic priorities

Strategic Priority 1: Advancing practice, science, and education with and for the early career pharmacists, pharmaceutical scientists, pharmacy educators and students worldwide via ECPG projects.

Strategic Priority 2: Support early career pharmacists and pharmaceutical scientists around the globe who have limited resources for professional organisation involvement or research.

Strategic Priority 3: Support and advocate for the inclusion of early career perspectives in policy development, advocacy and decision-making not only globally but also, locally, nationally and regionally.

Strategic Priority 4: Support the early career pharmacists to fulfil their responsibilities towards society and colleagues in providing their services at a high professional and innovative level in this technology era.

Strategic Priority 5: Provide opportunities for professional development, competency, networking, and mentoring for ECPG members.

Strategic Priority 6: Foster leadership and engagement of early career members across FIP constituencies, forums, sections, and groups to support one FIP strategy.




Figure 2.3. Global FIP ECPG priorities rank: based on global, national and regional screening and engagement with early careers.


## 2.2 Goals and objectives – mapping the plan with FIP DGs

In this section, the priorities will be matched with more specific, measurable, achievable, relevant, and time-bound goals and objectives to support them and mapped with the correlating FIP DGs that will be supported with the work.

### Goal 1: Increase early career member engagement in local, national, and global pharmaceutical organisations.

<p>Objective 1.1: Increase early career member engagement in FIP's sections, special interest groups, FIPed, FIP HUB, advisory groups, commission and forums.</p>	<p>This goal and objectives align primarily with the following FIP DGs:</p>  <p>FIP ECPG has liaisons as part of the FIP ECPG subcommittee, Liaisons Team, who act as a link of communication between FIP Sections, SIGs, FIPed, HUB and ECPG members, to represent ECPG's interest at their meetings, explore ways to get ECPG members involved and work with ECPG Steering Committee to create opportunities for all ECPG members.</p>
<p>Objective 1.2: Evaluate the already existing resources and develop new initiatives to promote early career member participation in FIP activities.</p>	
<p>Objective 1.3: Support ECPG members' involvement within and outside FIP by the time they end their early career period.</p>	

### Goal 2: Provide professional development, networking, and mentoring opportunities for early career pharmacists and pharmaceutical scientists.

<p>Objective 2.1: Provide opportunities for early career members to develop leadership skills through mentorship and training.</p>	<p>This goal and objectives align primarily with the following FIP DGs:</p> 
<p>Objective 2.2: Develop, deliver and ensure the sustainability of the professional development programmes tailored to the needs of early career members.</p>	



Objective 2.3: Establish and maintain a platform for early career members to connect, exchange knowledge and network with each other and with senior professionals in the field.

Objective 2.4: Maintain a mentorship program that connects early career members with experienced professionals in the field.

Objective 2.5: Equip early career professionals with the necessary skills, expertise, and connections to thrive in their careers and contribute to the advancement of the pharmacy profession.



ECPG will prioritise to achieve and ensure sustainability of the following, and set new KPIs every other year to achieve Goal 2, by 2030:

- FIP ECPG Mentorship Programme: to be organised every year, matching mentees and mentors meeting with their individual and professional needs and requirements.
- FIP ECPG Networking Events: to be organised at least once virtually throughout the year, on site during the FIP World Congress.

**Goal 3: Support early career pharmacists and pharmaceutical scientists with limited resources for professional organisation involvement and research.**

Objective 3.1: Provide and promote grants and scholarships for early career members to attend FIP events and conferences.

This goal and objectives align primarily with the following FIP DGs:

Objective 3.2: Develop and deliver webinars and other online and offline resources to support early career members' research and professional development.



ECPG will prioritise to achieve and ensure sustainability of the following, and set new KPIs every other year to achieve Goal 3, by 2030:

- Leadership Development Scholarships with the FIP Foundation awarded to one recipient from every WHO region to be able to travel and attend to FIP congress and join the ECPG Leadership Development Workshop of that calendar year.
- Project Innovation Grant in collaboration with the FIP Foundation, to encourage innovation in pharmacy by an early-career pharmacist or pharmaceutical scientist who has limited resources for their own research.
- Ton Hoek scholarship for young leaders with the FIP Foundation to an individual young pharmacist or pharmaceutical scientist, or a pharmacy student (under-/post-graduate) with outstanding leadership skills, to attend a FIP World Congress.
- HaMIS Stipend in collaboration with FIP Health and Medicines Information Section, to financially support pharmacy students, pharmacists, or pharmaceutical scientists from low/middle-income countries to attend a FIP World Congress.



- Mike How Travel Award in collaboration with FIP Industrial Pharmacy Section, granted to young pharmacists or pharmacy students who have shown keen interest and passion for Industrial Pharmacy.

**Goal 4: Increase awareness of the role and value of early career pharmacists, pharmaceutical scientists, and educators.**

Objective 4.1: Improve the ECPG communication strategy and develop new ways to promote and raise awareness of the contributions and potential of the early career members.

This goal and objectives align primarily with the following FIP DGs:



ECPG will prioritise to achieve and ensure sustainability of the following, and set new KPIs every other year to achieve Goal 4, by 2030:

Objective 4.2: Collaborate within FIP and with other stakeholders to advocate for the inclusion of early career perspectives in policy development and decision-making.

- Have ECPG members and early career perspective included in FIP’s advocacy and policy work by having ECPG representative(s) in FIP Policy Committees.
- Collaborate with external partners and stakeholders from the pharmacy and other healthcare professions to promote youth in policy making and foster interprofessional collaborations.
- Adapt to new trends and tools in social media platforms to highlight early career members and their contributions in pharmacy workforce.

**Goal 5: Enhance the diversity, equity, competency and inclusion of early career members in the profession.**

Objective 5.1: Develop and implement initiatives to support the recruitment and retention of early career members from underrepresented groups.

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Objective 5.2: Develop and implement practices that promote diversity, equity, and inclusion within ECPG and FIP.

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Objective 5.3: Develop and increase the number of programmes for competency.

This goal and objectives align primarily with the following FIP DGs:



ECPG will prioritise to achieve and ensure sustainability of the following, and set new KPIs every other year to achieve Goal 5, by 2030:

- Have ECPG Steering Committee and/or Subcommittee members from all 6 WHO regions ensuring diversity within the team.
- Offer opportunities for involvement (i.e., insight board membership, consultation, internship, etc.) to ECPG members ensuring equity and equality.
- Offer programmes and workshops for early careers' competency development in AI and Digital Health.

**Goal 6: Foster innovation and entrepreneurship among early career members.**

Objective 6.1: Develop and deliver training programs and resources to support early career members in developing innovative and entrepreneurial skills.


This goal and objectives align primarily with the following FIP DGs:



ECPG will prioritise to achieve and ensure sustainability of the following,

<p>Objective 6.2: Establish partnerships with other stakeholders to support early career members in developing and implementing innovative solutions to challenges in the profession.</p>	<p>and set new KPIs every other year to achieve Goal 6, by 2030:</p> <ul style="list-style-type: none"> <li>• Establish at least 1 partnership to support early careers in training in digital health and AI.</li> <li>• Organise at least 1 hackathon to challenge and support early careers' needs in innovation and competency development, through partnerships and provision.</li> </ul>
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**Goal 7: Enhance the capacity of ECPG to achieve its mission and strategic priorities.**

<p>Objective 7.1: Develop KPIs annually for every portfolio at the beginning of the calendar year to map the progress.</p>	<p>This goal and objectives align with all 21 FIP DGs with the following order:</p> 
<p>Objective 7.2: Measure the implementation progress and achievements quarterly to support the implementation of ECPG's strategic plan and activities.</p>	

## 2.3 Partnerships and stakeholders

Partnerships bring our goals closer to achievement. When we work together towards the same goals, within the Federation with different constituencies and working groups, and external partners and stakeholders, we create the power to achieve them all as long as the goals align, and all parties support each other. Sharing goals means, sharing a vision, reaching the UN Sustainable Development Goals (UN SDGs) by 2030 is our common goal. Therefore, we align ourselves to support the UN SDGs by working towards supporting and achieving the FIP DGs for pharmacy. While we strive for each goal and objective with partners and stakeholders, FIP DG 8 – Working with others, is also supported with progress. When global, regional, national, and local organisations, countries, governments and people unite and take action, great goals are achieved.

### 2.3.1 ONE FIP – Internal

In 2019, under the maxim of “ONE FIP”, FIP team has started to break down the silos and unify FIP, with all structures working together. In order to consolidate the position of pharmacists in the different health systems and to be able to take new roles and provide new services, all three domains of pharmacy — science, education and practice — are crucial. Practice cannot exist without science or education and only this interdependency and the collaboration of these three domains can ensure universal health coverage. Within FIP, we are all dependent on each other and we add on our work together. Therefore, it is inevitable that FIP ECPG works with all FIP constituencies, shown in the figure below, in achieving its strategic plan and supporting the one FIP strategy.

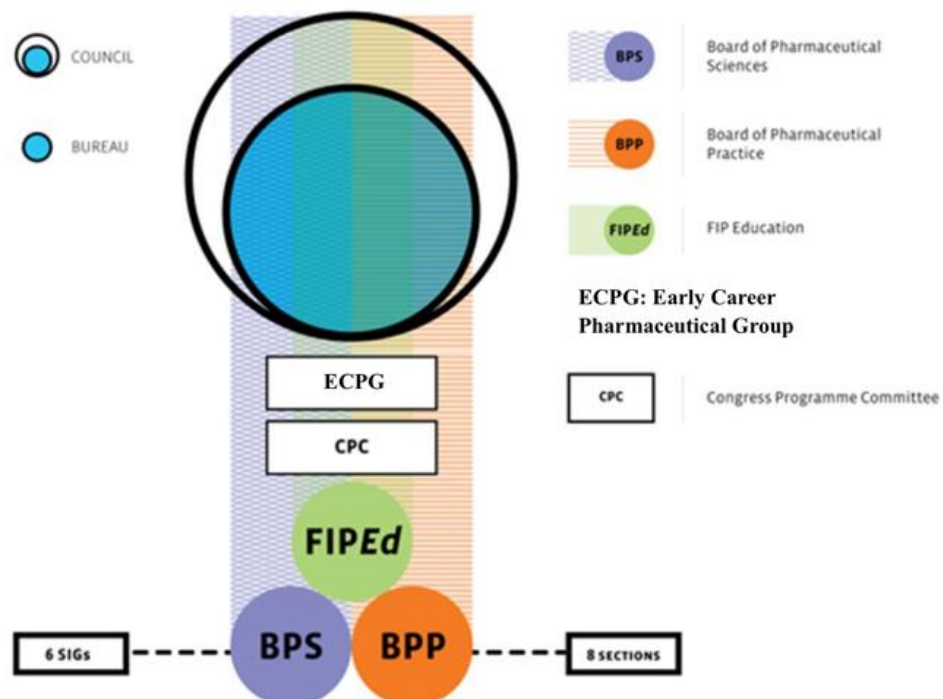


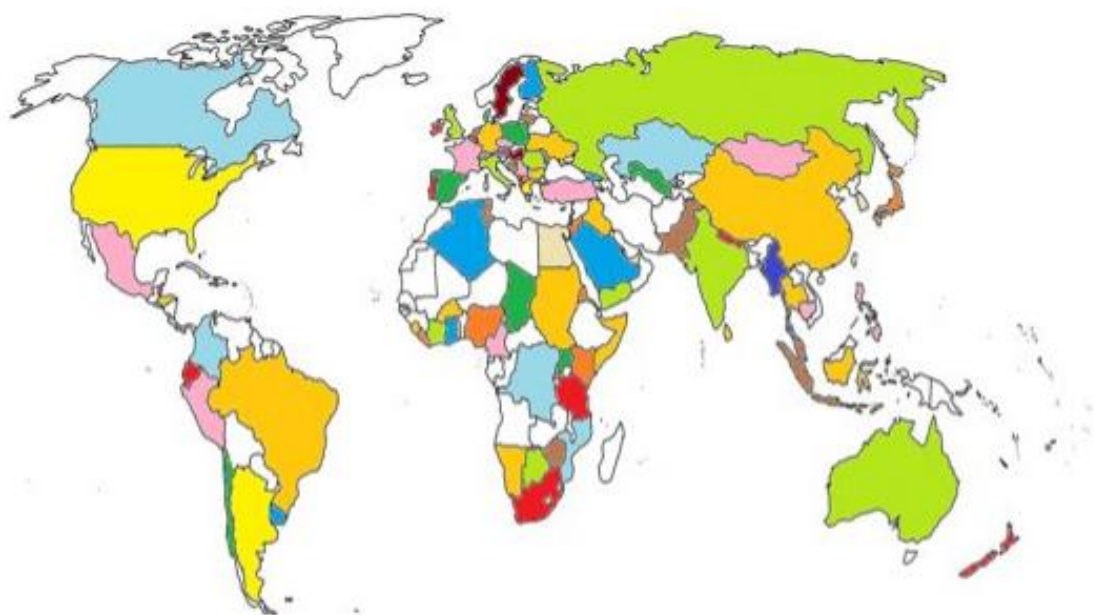
Figure 2.4. FIP Structure: Bureau, Council, Boards and Constituencies.

### 2.3.1.1 FIP constituencies

ECPG will continue to work with FIP sections, special interest groups, HUB, FIPed, FIP Foundation, regional and national pharmacy associations and organisations under the umbrella of FIP which includes a part of FIP ECPG individual members and the Early Career Pharmaceutical Organisations within their regions and/or nations and all the other FIP constituencies to ensure the early career perspective and vision is represented, strategic priorities, goals and objectives will be matched and worked towards 2030.

### 2.3.1.2 FIP ECPG Membership

FIP ECPG Membership includes the individual members and the ECPO representatives. As of March 2023, there are 1311 individual members of FIP ECPG from 109 countries, mapped in figure 2.5.



**Figure 2.5. Map of FIP ECPG members representation**

By 2030, ECPG aims to increase the individual members' number by at least 10%. The Early Career Pharmaceutical Organisations (ECPOs) are the organisations that are as part of the ECPG, who represent the youth in pharmacy profession, early career pharmacists, pharmaceutical scientists, and pharmacy students either locally, nationally, or regionally. After the two new ECPO additions to the ECPO network of FIP ECPG in 2023, there are 18 ECPOs that can be accessed on ECPG microsite which are a part of our network as early career member organisations.

Engagement and collaboration with the ECPG individual members and ECPOs are vital in achieving the goals and objectives mentioned under section 2. The network is maintained by the ECPG member relations team and ECPG plans to expand the platform to a communication channel within 2 years to ensure the sustainability when the teams change. By this way among the other FIP DGs primarily, 11, 12, 13 and 21 will be supported.

In order to monitor the progress with ECPO network, an ECPO reporting format will be implemented in 2024, to improve and sustain until 2030.

ECPG steering committee and ECPG member relations coordinator will continue to interact to increase the number of ECPOs to have at least 30 ECPO as part of the network and collaborate with them to support the ECPG vision for 2030.

## 2.3.2 External

Effective engagement with partners allows ECPG to take a proactive approach in mapping the goals faster, hence recognising collaborative practice as a quality indicator for care delivery and capacity improvement a while building good relationships with external stakeholders is vital. ECPG partnered with 5 external stakeholders in 2023-2024, to support with FIP DGs 1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 18, 20 and 21.

### 3 Future Plans and Evaluation

ECPG will continue to work in the light of FIP towards ONE FIP strategy that brings together science, practice and workforce and education under one roof, following the key imperatives, navigating changing landscapes and rising demands facing the profession worldwide, developing and adapting leadership through uncertain times to continue to steer support and represent the early career members and the profession while supporting and working together with our members in assessing the evolving needs, prioritising and the implementation of the FIP DGs. The constant feedback and discussions with ECPG membership via feedback forms, business meetings, networking events, the invaluable commitment and service from our ECPG team of volunteers, who mobilise our structures, drive our path forward, and support the delivery of our projects, vision and mission, support from FIP staff will be the key to set the tides forward to achieving ECPG Strategic Plan 2023-2030.

Last but not least, all ECPG membership and collaborators will be kept up to date and engaged with the progress via ECPG communication strategies, which include newsletters, member-only and global social media platforms, networking events and progress reports.

#### 3.1 Monitoring and evaluation plan

Monitoring and Evaluation are critical for understanding the effectiveness. Regular assessment will allow ECPG to identify successes and areas where improvements can be made. The monitoring and evaluation of the progress on the ECPG Strategic Plan 2023-2030 will be completed with, but not limited to the following major Key Performance Indicators (KPIs);

- Increase the awareness of the roles of Early Career Pharmaceutical Group;
- Set portfolio specific KPIs for each ECPG Steering Committee member annually, to ensure the goals and KPIs will be met every calendar year, progressing towards 2030;
- Create guidance and supplementary documentation for the team to help with smooth handover and sustainability;
- Develop and maintain a platform for early career member networking and collaboration;
- Collect quarterly reports from Early Career Pharmaceutical Organisations on their events and progress towards achieving FIP development goals;
- Develop and deliver professional development programmes, mentorship opportunities, and online resources;
- Collect feedback from early career members on the effectiveness of professional development programs, mentorship opportunities, and online resources;
- Collect data on early career member participation in FIP activities;
- Increase the number of early career members engaged in FIP activities;
- Increase the number of early career members participating in professional development and mentorship programmes;
- Provide grants and scholarships to support early career member involvement in FIP activities in collaboration with other FIP constituencies;
- Track the number of applications received for grants and scholarships specifically designated for early career members;



- Increase in the number of early career member applicants and awardees of grants and scholarships;
- Evaluate the impact of grants and scholarships on early career members' involvement in FIP activities;
- Measure the increase in the number of applications to ECPG opportunities to showcase the efforts' impact to promote & support early careers' involvement;
- Track the diversity of grant and scholarship recipients to ensure inclusivity;
- Ensure that there is one global mentorship program each year;
- Ensure that there are two webinars on PD each mandate;
- Develop and increase the number of programmes for competency with the emerging fields i.e., digital health.

## 3.2 Review and revise of the plan

The Early Career Pharmaceutical Group Strategic Plan 2023-2030 will be used as a resource to guide ECPG into the future. FIP ECPG encourages all members, the ECPG team to continue with their commitment and professionalism, ECPG individual members and the early career pharmaceutical organisations (ECPOs) to continue engaging and providing feedback to ensure the ECPG strategic plan is relevant to all early career pharmacists, pharmaceutical scientists, and pharmacy educators. While each of the ECPG steering committees and subcommittee members have served an important role in advancing the past work of the group, deliberate coordination of efforts amongst them is needed to achieve greater impact. It is key to periodically review and revise the strategic plan to ensure that it remains relevant and aligned with ECPG's mission and the changing needs of early career pharmacists, pharmaceutical scientists, pharmacy educators and students. A planning process will occur every 3 years also to re-evaluate the committee structure and create, consolidate, or conclude committees to enhance this alignment.

## 4 Resources

- FIP ECPG Town Hall Meeting – 25 March 2023
- [FIP ECPG Strategic Survey for Members](#) (Google forms)
- International Pharmaceutical Federation (FIP). [Strategic plan 2019-2024](#). The Hague, International Pharmaceutical Federation, 2019.
- International Pharmaceutical Federation (FIP). A global study on job and career satisfaction of early-career pharmacists and pharmaceutical scientists, International Pharmaceutical Federation; 2019.  
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- International Pharmaceutical Federation (FIP). Role of early-career pharmaceutical groups in global health. The Hague: International Pharmaceutical Federation; 2021.  
<https://www.fip.org/file/5019>
- International Pharmaceutical Federation (FIP). The FIP Community Pharmacy Section Vision 2020. The Hague: International Pharmaceutical Federation; 2020.  
[https://www.fip.org/files/content/pharmacy-practice/community-pharmacy/CPS\\_Vision\\_2020.pdf](https://www.fip.org/files/content/pharmacy-practice/community-pharmacy/CPS_Vision_2020.pdf)
- International Pharmaceutical Federation (FIP). The FIP Development Goals Report 2021: Setting goals for the decade ahead The Hague: International Pharmaceutical Federation; 2022. <https://www.fip.org/file/5095>
- International Pharmaceutical Federation (FIP). The FIP Academic Pharmacy Section Updated Strategic Plan. The Hague: International Pharmaceutical Federation; 2022.  
[https://www.fip.org/files/fip/AcPS/AcPS\\_Updated\\_Strategic\\_Plan\\_18.09.2022\\_final.pdf](https://www.fip.org/files/fip/AcPS/AcPS_Updated_Strategic_Plan_18.09.2022_final.pdf)
- International Pharmaceutical Federation (FIP). The FIP Hospital Pharmacy Section Strategy Plan 2022-2027. The Hague: International Pharmaceutical Federation; 2022.  
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- International Pharmaceutical Federation (FIP). How are groups of early career pharmacists and pharmaceutical scientists contributing to global health and policy development: A cross-sectional survey. International Pharmaceutical Federation; 2022.  
<https://www.sciencedirect.com/science/article/abs/pii/S1551741122004144>

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