FIP engagement with our membership 2021

Capturing the voice of FIP members globally, to advance pharmacy worldwide

2022
Colophon

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International Pharmaceutical Federation (FIP)
Andries Bickerweg 5
2517 JP The Hague, The Netherlands
www.fip.org

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Authors and editors:
Dalia Bajis (FIP Lead for Provision and Partnerships)
Farah Aqqad (FIP Regional Engagement, Support and Development Manager)
Catherine Duggan (FIP Chief Executive Officer)

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# Table of contents

- Foreword .................................................................................................................. 4
- Acknowledgements ................................................................................................... 5
- Glossary ......................................................................................................................... 6
- Part 1: Context for the 2021 programme of engagement ............................................ 7
  - 1.1 Drivers ..................................................................................................................... 7
  - 1.2 Purpose .................................................................................................................. 7
    The 2021 FIP regional engagement strategy .................................................................. 7
  - 1.3 Capturing the voice of members in 2021 ............................................................... 9
    - 1.3.1 Regional engagement meetings ....................................................................... 9
    - 1.3.2 FIP-MOs High-level meetings ....................................................................... 9
    - 1.3.3 Surveys ............................................................................................................. 9
    - 1.3.4 Interviews ..................................................................................................... 10
    - 1.3.5 FIP Development Goals ............................................................................... 10
- Part 2: The voice of FIP member and observer organisations across regions ............ 11
  - 2.1 Global overview ................................................................................................... 11
    - 2.1.1 FIP Development Goals prioritisation ............................................................ 11
    - 2.1.2 Education and training priorities of FIP members: a snapshot ....................... 12
    - 2.1.3 Global values and principles of member and observer organisations ............. 14
  - 2.2 Overview of WHO regions .................................................................................. 15
    - 2.2.1 Voices of FIP member organisations in the African region............................ 16
    - 2.2.2 Voices of FIP member organisations in the Americas region ......................... 18
    - 2.2.3 Voices of FIP member organisations in the Eastern Mediterranean region .... 21
    - 2.2.4 Voices of FIP member organisations in the European region ....................... 23
    - 2.2.5 Voices of FIP member organisations in the South East Asian region ........... 27
    - 2.2.6 Voices of FIP member organisations in the Western Pacific region ............. 29
- Part 3: The voice of FIP’s Academic Institutional Membership .................................... 33
- Part 4: The voice of FIP’s regional pharmaceutical forums ........................................ 38
- Part 5: The voice of FIP’s internal constituencies ....................................................... 43
- Part 6: FIP’s World Pharmacists Day campaign 2021: Providing the opportunity for all to engage and advocate for pharmacy ......................................................... 48
- Part 7: Future outlook and prospects to strengthen member engagement and support — 2022 and beyond ........................................................................................................ 54
- Appendices .................................................................................................................. 58
  - Appendix 1 — Summary of participation of member and observer organisations in some 2021 engagement activities .......................................................................................... 58
  - Appendix 2 — Examples of priority areas for continuing professional development from different members .......................... 71
  - Appendix 3 — Prioritisation responses by members for vaccination training, substandard and falsified medicines training, non-communicable diseases such as diabetes and cancer support, advocacy support and digital health 77
Foreword

The COVID-19 pandemic has changed the way we work across the globe, especially where travel and face-to-face meetings are concerned. At FIP, we adapted to the situation by accelerating digital communication channels, building on the technology we had used for some of our webinars in the past, and focusing on digital engagement with our members. Building on our learnings during 2020 — positives and negatives — and using the adapted technology that emerged, we set about a renewed membership engagement focus in 2021. Given that this was a second year of no face-to-face meetings, we focused our digital engagement on the voices of our members through a series of events to learn about their priorities and challenges as well achievements and accomplishments, in order to respond with support, advocacy, guidance and collaboration with all members across all regions to advance the pharmacy profession. Member engagement continues to be a top strategic priority for FIP, particularly as face-to-face contact is still restricted in many places, but alongside this is the need to continue learning how to combine digital engagement and face-to-face in a sustainable, consistent, equitable way. FIP has pursued engagement in a variety of ways and has sought to align all our members’ priorities with the 21 Development Goals.

This “FIP engagement with our membership 2021: Capturing the voice of FIP members globally, to advance pharmacy worldwide” provides an overview of the exchanges, national, regional perspectives, and shared priorities and achievements that emerged at our engagement events. Our findings provide opportunities for engagement in 2022 and beyond, with digital as the foundation for our work, augmented (soon) by face-to-face interactions.

Part 1 of this report describes the drivers for FIP’s 2021-member engagement strategy and the approach taken. In Part 2, the voices of FIP member and observer organisations across regions, and global, regional and national needs and priorities, are presented. In this section, insight into specific needs related to education and training is given.

Parts 3, 4 and 5, feature the voices of FIP’s academic institutional members, the regional pharmaceutical forums and our internal constituencies on how engagement has facilitated the communication and delivery of priorities and on the drawbacks and outlooks of member engagement.

Part 6 focuses on the 2021 World Pharmacist Day (WPD) campaign, which encouraged activities that advocate the role of pharmacists in improving health in all countries.

Finally, Part 7 presents the future outlook and prospects to strengthen member engagement and support in 2022 and beyond. Building on successes and lessons learnt throughout the pandemic, successful models of engagement have enabled us to rethink member engagement and take it forward to years to come.

FIP can only deliver its mission and realise its vision in solidarity with members and stakeholders everywhere. By capturing our members’ voices, FIP has listened not only to learn but to contribute and deliver to transform pharmacy where needed.

Dominique Jordan
President
International Pharmaceutical Federation (FIP)

Catherine Duggan
Chief Executive Officer
International Pharmaceutical Federation (FIP)
Acknowledgements

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Disclaimer: FIP confirms that the snapshots in different sections were added with the consent and permission of member organisations, observer organisations, academic institutional members, FIP regional pharmaceutical forums and FIP’s internal constituencies. Where members have expressed or shared perspectives on country or regional priorities in pharmacy, FIP recognises that these priorities are member-specific priorities and perspectives on country priorities, rather than a country in its entirety, as one member may not always represent the whole country or country priorities.
## Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td><strong>Academic Institutional Membership (AIM)</strong></td>
<td>Members are schools of pharmacy and/or pharmaceutical sciences, represented through their deans or academic leadership team members</td>
</tr>
<tr>
<td><strong>FIP Global Platform</strong></td>
<td>The FIP Global Platform (or simply “platform”) refers to the facilitation and support that FIP provides to member organisations through networking, and which is now to provide programmes to support professional development through developing partnerships. The platform also includes FIP’s digital platform for provision.</td>
</tr>
<tr>
<td><strong>FIP mission (agreed by FIP Council in 2019)</strong></td>
<td>The FIP mission is to improve global health by advancing pharmacy practice and science to enable better discovery, development, access to and safe use of appropriate, cost-effective, quality medicines worldwide.</td>
</tr>
<tr>
<td><strong>FIP vision (agreed by FIP Council in 2019)</strong></td>
<td>The FIP vision is for 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.</td>
</tr>
<tr>
<td><strong>Individual member</strong></td>
<td>Individual member of FIP</td>
</tr>
<tr>
<td><strong>Member organisation</strong></td>
<td>A legally constituted organisation representing pharmacists and/or pharmaceutical scientists, which has been granted member organisation status by FIP (the global body representing pharmacy and pharmaceutical science).</td>
</tr>
<tr>
<td><strong>Observer organisation</strong></td>
<td>Organisations that have an interest in the work of FIP, and with which FIP has a clear interest to work but which do not meet the requirements of a member organisation.</td>
</tr>
<tr>
<td><strong>Predominantly scientific member organisations (PSMOs)</strong></td>
<td>FIP member organisations devoted predominantly to pharmaceutical sciences.</td>
</tr>
<tr>
<td><strong>Provision</strong></td>
<td>Provision can refer to the delivery of a programme, course, masterclass, train-the-trainer or workshops, and targets learning, development and support of the pharmaceutical workforce. Provision can also refer to the availability of content, structures or tools for others to use. Provision can range from face-to-face events to digital courses, seminars and webinars, blended programmes that meet the needs and priorities of our members (FIP members include member organisations/partners, PSMOs, AIM and individual members).</td>
</tr>
<tr>
<td><strong>Provision programme</strong></td>
<td>Refers to the programme instigated by FIP to manage the development or curation of provision either directly or through partnerships and agreements with members and partners.</td>
</tr>
<tr>
<td><strong>Regional pharmaceutical forums</strong></td>
<td>FIP regional pharmaceutical forums are regional groups of members with a mission to support global health by enabling the advancement of pharmaceutical practice, sciences and education in the World Health Organization regions. The objectives of the forums are to encourage and support dialogue and collaboration among national and regional pharmaceutical associations in the regions. They include the African Regional Pharmaceutical Forum, the Pharmaceutical Forum of the Americas, the Eastern Mediterranean Regional Pharmaceutical Forum, the South East Asian Regional Pharmaceutical Forum, and the Western Pacific Regional Pharmaceutical Forum. At present, FIP and the regional forums are on a journey to integration.</td>
</tr>
<tr>
<td><strong>Stakeholder</strong></td>
<td>Any individual, group or organisation that has an interest or involvement in or that may be affected by a particular activity, set of activities or outcome.</td>
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Part 1: Context for the 2021 programme of engagement

1.1 Drivers

The International Pharmaceutical Federation (FIP), with 146 national organisations (both pharmacy and pharmaceutical sciences), 180 academic institutions (pharmaceutical education) and 4,000 individual pharmacists and pharmaceutical scientists, represents over four million pharmacists and pharmaceutical scientists globally. Through extensive pharmacy and pharmaceutical sciences networks, building on strategic partnerships and purposeful collaborations, FIP works to support the development of the pharmacy profession around the world. This is strategically approached through practice and emerging scientific innovations, and developing the pharmacy workforce through education, training and policy development to meet the world’s health care needs and expectations.

FIP’s mission to support global health by enabling the advancement of pharmaceutical practice, sciences and education is articulated to members and key stakeholders through the FIP Strategic Plan. Through a set of strategies to consult, engage and involve its members and other key stakeholders, FIP forges different relationships with its members to focus on the differing needs of regions and nations. As such, we ensure the advancement of health care in all parts of the world, together.

Investing in member engagement continues to be a top strategic priority for FIP, particularly because, with the ongoing COVID-19 pandemic, little face-to-face contact has been possible. Across all our organisations the onset of the pandemic highlighted the need to connect and maintain rapport with members, and to engage purposefully.

1.2 Purpose

As FIP moved into a second year (2021) with no face-to-face meetings or gatherings due to travel bans and social restrictions, the need to be nimble, adaptable and flexible in the approach to engage with members was heightened. Therefore in 2021, FIP approached member engagement with the aim to identify member needs, priorities and preferences, both as an imperative for the longevity of FIP’s strategies and mission and for the profession at large.

Questions arose: What are FIP members’ pressing and ongoing needs and priorities? What effective methods or strategies need to be experimented with to better understand members’ needs and wants? Which of these methods provide member benefits and which do not?

The 2021 FIP regional engagement strategy

In 2021 FIP set out a virtual regional and national engagement strategy. This provided opportunities not only to engage with members but also to identify their needs using a variety of approaches.

The engagement strategy started with a commitment in the approach to be member-centric, member-focused, member-led and member-driven. Member engagement focused on identifying members’ needs and priorities and supporting them to advance pharmacy in their local, national and regional contexts. With members at the heart of all initiatives and activities, FIP sought to understand aspirations, priorities, preferences and needs to enable FIP to focus support where needed and promote examples of good practice where appropriate.

A prominent feature of the FIP engagement approach was to capture the voice of FIP members, to provide an authentic report of challenges and priorities as seen by them. We did this by ensuring all activities were interactive, purposeful and targeted. The emphasis on the voice of members parallels the transition to a more member-centric engagement. This is shared further in the report. The voice of the members is a vital tool in customising and tailoring support for members’ needs and priorities. It allows FIP to identify how members can support each other and share lessons learnt.
In addition, FIP used the opportunity to ask two questions: What member needs do we meet? And what benefits do we provide?

FIP decided to involve members actively through digital events and regional meetings; they are asked questions, listened to and followed up. Then needs and areas of excellence are prioritised, aligned and, where appropriate, delivered through FIP programmes. This approach was also adopted when conducting high-level meetings with leaders and engaging across regions to better connect with members. As we explored members’ national profiles and priorities, comparable needs and priorities emerged, which FIP has been able to identify, highlight and interconnect across nations, regions and the FIP Development Goals (DGs) for the decade ahead.

Another feature of our 2021 virtual engagement was identifying how member engagement provides added value to members. By collectively tapping into members’ needs and priorities, FIP provides a platform for collaboration and partnerships, and identifies opportunities between members from those in need of support in the form of programmes, courses or services with those who can provide them. FIP, therefore, has an ideal opportunity through collaboration with its member organisations to reflect experiences from all countries with advanced pharmacy practice and can focus and adapt to the specific needs and conditions of its members.

This report summarises the needs and priorities identified in 2021, which inform engagement activities in 2022 and beyond. It provides an overview of how FIP is aligned with the needs and priorities of members and presents ways forward for the future.

This report covers three primary areas that are interdependent, as shown in Figure 1. First, the report highlights some of the ways FIP has engaged with members and captured their needs in 2021. Next, it features the voices of member organisations, observer organisations, academic institutional members, regional pharmaceutical forums, and FIP’s internal constituencies to explore their engagement needs, priorities and perceptions. It then explains how all this information feeds into FIP’s future engagement strategies, building on members’ needs and requests as a guiding principle for future planning, and using all engagement activities to generate collaboration and impact.

![Figure 1: Three key components of the report.](image)
1.3 Capturing the voice of members in 2021

FIP employed a member-centric regional engagement strategy, to focus on members’ needs and priorities. We undertook a series of member engagement initiatives and chose a variety of methods to capture the voice of members and reflect on future plans for engagement and addressing priorities.

As previously explained, 2021 saw the second year of virtual meetings, and online engagement meetings, events and activities were supported by regular and consistent data collection to guide actions. Moreover, FIP engaged members by recognising their diversity of needs and priorities and developing approaches that specifically address those needs and member priorities. Through listening to members, FIP was consistently reflecting on members’ needs to improve the scope and goals of meetings, related programmes and events to ensure that communication is relevant and effective. Building on the importance of inclusion, involvement and input, FIP embarked on a series of responsive member engagement initiatives, which are detailed below.

1.3.1 Regional engagement meetings

FIP delivered a series of online regional meetings each calendar quarter in 2021. To engage our members specifically, we asked all members what their needs were and what benefits we offer them.

During the first set of regional meetings, in April 2021, data on members’ priority development goals and national needs were gathered, commonalities between various member organisations were identified. During the July and September meetings, member needs were grouped and consolidated to better reflect regional perspectives. Members’ priorities were aligned with the FIP DGs and grouped into global, regional and national priorities.

In November, one-on-one interviews were conducted with representatives from member organisations to collect reflections and suggestions for the final regional meeting, which we were able to adapt to reflect members’ recommendations. The November meetings were tailored to each region to focus discussions on regional priorities, with breakout sessions where members could discuss their common priorities in smaller groups. Here we highlighted success stories, and shared experiences and achievements alongside selected themes. These sessions were flexible, with members able to select which sessions to attend.

1.3.2 FIP-MOs High-level meetings

In addition to regional engagement meeting, high-level meetings were held to discuss specific issues and challenges raised by our member organisations. In non-COVID times, we would hold high-level meetings at various face-to-face meetings. We wanted to ensure these could take place virtually to retain a form of high level contact. Each one-to-one meeting provided member organisations with an opportunity to highlight their specific concerns and share relevant information with FIP to enhance collaboration, provide resources, synchronise efforts and establish cross-cutting actions. These meetings supported the coordination of specific challenges for 2022 follow up and support.

1.3.3 Surveys

Member surveys are one of the most established methods for gathering members’ views. At FIP we undertake several surveys a year. Across 2021 and 2022, we have five completed surveys and five surveys under way across the federation. They can also identify which members to get more detail from via another, more in-depth technique like interviews, for example.

One such example was a short survey conducted to identify members’ needs and priorities for continuing professional development (CPD), to support the pharmaceutical workforce across different nations and regions. In April 2021, the online survey was disseminated to all FIP member organisations to create a snapshot of education and training priority programmes or services, with particular focus on FIP’s strategic priorities of prevention, safety and non-communicable diseases. The survey provided a useful understanding of members’ needs and priorities and informed future plans for provision (training programmes to support the development of pharmacists across different areas of practice and science). The summary of results is covered in Part 2.
Similarly, the multinational education and training needs assessment (METNA) project, undertaken by the FIP Global Pharmaceutical Observatory team, comprised online surveys (and interviews, below) about a nation’s workforce capacity and prioritisation of national initiatives mapped to the FIP DGs. A summary of the results is also highlighted in Part 2.

1.3.4 Interviews

Member interviews are another method of gathering data, and often derives the most valuable feedback and member insights. Often members view this type of engagement as the most personalised, so it is an opportunity to nurture individual member relationships, too.

Towards the end of 2021, FIP invited a sample of member and observer organisations to participate in tailored interviews to validate their FIP DG needs and priorities, to track their progress, and capture their feedback on the current engagement strategy. Part 2 organises these needs by themes and subthemes that show the similarities between different types of organisations.

Interviews were also conducted in 2021, during the second phase of the METNA project, where participants were invited to take part in an interview to gain insight into specific needs related to changes in education, practices and capacity development for the pharmaceutical workforce. The interview was designed to validate preliminary data and explore insights further.

1.3.5 FIP Development Goals

The FIP regional engagement strategy 2021 provided opportunities not only to engage with our members but also to identify their needs using the FIP DGs as a priority framework. The FIP Development Goals Report 2021 "Setting goals for the decade ahead" provides an update on the state of the goals one year after they were launched and serves as a starting point for developing the next decade’s roadmap aligned with UN Agenda 2030. Additionally, members needs and priorities for development are presented in line with the DGs and global, regional and national trends are summarised.

Member and observer organisations that would like to learn more about their specific engagement in the FIP regional engagement initiatives and meeting in 2021 should look at Appendix 1.
Part 2: The voice of FIP member and observer organisations across regions

2.1 Global overview

FIP organisational members include member organisations and observer organisations.

Member organisations have many different categories of members, locations (WHO regions), income levels, levels of development (in terms of pharmacy practice, science or workforce), priorities and interests, and areas of pharmacy needs addressed.

Figure 2 shows FIP coverage of member and observer organisations across the globe. As of December 2021, FIP had 146 members organisations and 22 observer organisations.

2.1.1 FIP Development Goals prioritisation

During FIP’s regional engagement initiatives, needs and priorities were aligned and compared with the FIP DGs. While different countries have different needs, we found that many similarities exist, and national and regional patterns emerged. Therefore, we present here a summary of the findings as high-level snapshots of priority areas at a global level. Detailed information is provided in the FIP Development Goals Report 2021 "Setting goals for the decade ahead".

Figure 3 displays the number of member and observer organisations that identified each of the 21 DGs as a priority in 2021. These needs have been captured from the regional engagement. For example, DG7 (Advancing integrated services) was identified as a priority goal by 16 different members across the world, while DG13 (Policy development) and DG19 (Patient safety) were identified as priority goals by 15 different members across the world.

FIP will continue to build on these outcomes and update these priority goals in the future. While most nations prioritised a significant number of the FIP DGs as priority areas, as expected, some goals appear to be of lower priority to a number of countries in 2021.
2.1.2 Education and training priorities of FIP members: a snapshot

A survey was launched in April 2021 to capture members’ views in relation to CPD requirements to support the advancement of the pharmaceutical workforce in local and regional contexts. Results from the survey can be viewed via an interactive data visualisation map [here](#). This member-engaging activity contributed to FIP’s imperative to advance pharmacy nationally, regionally and globally by enabling a competent and effective workforce and a needs-based approach to education and training, including CPD.

The findings were combined with member-specific data gathered in 2021 to inform exchange of learnings, potential collaborations and partnerships. FIP recognises members have different national and regional priorities to progress the pharmacy profession in their own context. With tailored resources these priorities could be supported by professional development. In addition, the survey identified members with programmes or services to support professional development in areas linked to safety, prevention and non-communicable diseases (NCDs), as these are the FIP Astana commitment areas. However, member priorities and perspectives may be related to particular members rather than a country in its entirety. Appendix 2 provides examples of member priorities from each region. In addition, members indicated their preferred areas for training from a list of five FIP priority areas for 2022, which are vaccination, substandard and falsified medicines, NCDs, advocacy support and digital health. Members shared common areas for CPD such as vaccination training, digital health, antimicrobial resistance, self-care and advancing roles of pharmacists in pharmaceutical care. Responses were varied across different members as demonstrated in the table in Appendix 3, with advocacy support being most prevalent mechanism chosen by members.

The survey revealed an array of approaches members considered would add value, as well as the ways they would like to engage regionally and globally. For example, through collaborative projects, professional development and online courses, needs-analysis, and surveys. A summary is given in Figure 4.

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Figure 3: Global snapshot of priority DGs in 2021.
FIP engagement with our membership 2021: Capturing the voice of FIP members globally, to advance pharmacy worldwide

The survey can inform connections between members with priorities (or in need of support) with another organisation (e.g., provider of CPD, members organisation or partner) that has experience of providing support in a specific area. We undertook a mapping exercise for this purpose, and set about supporting partnerships and engagement through the FIP Global Platform. Member engagement is a great way of mobilising the global platform for members to engage, to develop and to support each other through partnerships. This is a direct member benefit.

**FIP Global Pharmaceutical Observatory — METNA project**

The FIP multinational education and training needs assessment (METNA) project explored education and training gaps across 21 nations. Patient safety, people-centred care and competency development were identified as key areas of activity for those participating member organisations, but these areas remain under-developed. Moreover, further development of competency-based education (including early-career and advanced/specialist) is required.

The findings highlighted an opportunity to develop programmes to support professional development across all stages, for example: early years foundation training focusing on people-centred care and patient safety; generalised advanced clinical training in the community; training in developing entrepreneurial skills; and more advanced and specialist programmes on biosimilars and pharmacovigilance, clinical pharmacists, pharmaceutical supply chain specialists, poison prevention, etc.

In addition, participant organisations also highlighted the need to develop leadership programmes (including educators and trainers) and linking them to advancement. This is in line with the priorities highlighted by member organisations in the provision survey. Apart from education and training gaps, organisations also identified some support areas, including:

![Figure 4: Added-value activities, tools and mechanisms prioritised by members through engagement.](image-url)
- Advocacy to government, particularly related to the expansion of pharmacists’ scope of practice and remuneration system;
- Support in developing competency development programmes, which include training and specialist programmes development and training to trainers;
- Assistance and support in conducting evidence-based research, such as support in providing resources, tools, and expertise in evidence-based research for policy development; and
- Engagement with students and early-career pharmacists and pharmaceutical scientists.

2.1.3 Global values and principles of member and observer organisations

We identified that by tailoring meetings to the priorities, values, and needs of members, they could be more effective and meaningful. Member and observer organisations have specific expectations for FIP to fulfil as a body serving pharmacy globally. As part of our plans to improve the value FIP provides, we explored the values and principles members want FIP to emphasise and focus on. During FIP’s second regional engagement meetings in 2021, we asked member and observer organisations, “What values and principles do you consider important to advance pharmacy worldwide?”.

We compiled responses from each region to develop a global word cloud of the submissions from FIP’s member and observer organisations (Figure 5). The majority of members selected collaboration as a key value to enhance pharmacy. In addition, there were a number of other values and principles prioritised, including commitment, patient care, leadership, advocacy, engagement and knowledge sharing, among others.

Figure 5: Global word cloud: members’ values and principles.
2.2 Overview of WHO regions

As a part of our plan to dive deeply into organisations’ needs and requirements and to pinpoint which themes and values we should emphasise in the next steps, we conducted a sample of tailored interviews with member and observer organisations from each of the six WHO regions (Figure 6).

Several members explained how our engagement activities reinforce and facilitate their principles and values while meeting their needs. It was noted that most pharmaceutical bodies across all countries emphasised collaboration as a key-value to enhance pharmacy, and our plan is to collaborate with members and facilitate multinational collaboration.

This section summarises inputs and reflections received as well as members’ hopes for engagement strategy and how they can collaborate more effectively. These responses have been grouped into themes and linked to the global principles and values that members shared during the regional engagement meetings (Figure 5). This further highlights the importance of engagement and networking among member organisations around the world.

Responses are divided by region. These are, however, only examples from some member and observer organisations and are not representative of all.

![Map of the six WHO regions.](image)
2.2.1 Voices of FIP member organisations in the African region

This section provides an overview of the voices of some member organisations in the African region (Figure 7) along with their engagement needs. Common themes among participants include engagement, specific discussions, collaboration and knowledge sharing.

Figure 7: Map of the African region.
Algerian Pharmaceutical Federation

“As a member organisation of FIP, we appreciate the kind of specific and focused meetings especially for one of the most important topics, the FIP Development Goals” explained Redouane Soualmi, chair of external relations. He continued: “I think it is a great opportunity to have specific discussions related to the different regions as there are different needs from one region to another. So having these regional discussions and specific topics, it is really important for us to learn from countries where we have similar issues and challenges in terms of development goals”.

Pharmaceutical Society of South Africa

The Pharmaceutical Society of South Africa (PSSA) believes that the regional meetings are necessary to be a part of. Moreover, it explained that its role in this will become clearer over time, and that as initiatives emerge from these meetings, the PSSA will benefit.

Mariet Eksteen, professional development and support, clarified that the PSSA will benefit from learning from other countries or collaborating on certain initiatives or projects to improve health care in a region or in Southern Africa. She emphasised that, in order to discuss issues affecting the region, the PSSA believes the African region is too large to accommodate regional needs. On the disease profile, Southern Africa has different needs than Western Africa, and the countries are different. Furthermore, they believe that with such a large region, it is nearly impossible to accommodate discussion or work that will support and assist all of these countries in a single forum.

Dr Eksteen emphasised the importance of localised projects, whether it is professional development or developing the workplace or workforce in a country, in addition to identifying opportunities, threats and gaps.

Pharmaceutical Society of Nigeria

Samuel Ohuavubywa, Pharmaceutical Society of Nigeria president, explained that the PSN found the 2021 regional meetings to be beneficial, as it felt they gave it a sense of belonging and ownership with neighbouring countries, as well as the ability to identify commonalities of issues within the region. Mr Ohuabunwa also mentioned that these frequent meetings provided the PSN with more opportunities to interact, as opposed to previous meetings, such as the FIP’s global congress, which occurs only once a year.

Mr Ohuabunwa shared that FIP should continue to provide continuous opportunities for experience sharing on specific subjects because this allows organisations to adapt successful measures to deal with specific problems.

In its future engagements with FIP and other members, the PSN would like to see more experience-sharing, problem-solving, and the possibility of leveraging from each other to bring certain programmes or projects to successful completion.
2.2.2 Voices of FIP member organisations in the Americas region

This section provides an overview of the voices of some member organisations in the Americas region (Figure 8) along with their engagement needs. Common themes among participants include knowledge sharing, collaboration, specific discussions, expertise and training.

Figure 8: Map of the Americas region.
American Pharmacists Association

“FIP is doing a great job of letting us know about all the activities that are taking place, and those are wonderful, but we would like to see as much time devoted to conversations and questions as to information dissemination,” explained Daniel Zlott, senior vice president, education and business development, American Pharmacists Association (APHA).

Moreover, engaging with others would enable the APhA to seek out opportunities to partner and collaborate, which, in the future, would be beneficial. Dr Zlott continued: “The partnership programme is very useful, particularly in terms of sharing experience on training pharmacists in immunisation, which they can offer help for others to adopt and adapt based on their own preferences, as well as overcoming policy challenges and many other topics. Some of the partnerships we have established, such as with the Pharmaceutical Forum of the Americas, have been very helpful.”

American Society of Health-System Pharmacists

In his remarks, Douglas Scheckelhoff, senior vice president and international affairs, American Society of Health System Pharmacists (ASHP) explained that it perceives the regional engagement meetings as an important way to foster collaboration between FIP and member organisations.

In terms of areas of focus it would like FIP to address, Paul Bush, vice president of global resource development and consulting, stated: “We suggest building a meeting agenda that can become standardised over time.” In addition, Mr Bush explained that ASHP is interested in coordinated discussions on particular topics related to the DGs, inviting member organisations to make brief presentations and participate in focused discussions that align with the FIP DGs.

Canadian Pharmacists Association

Glen Doucet, CEO, Canadian Pharmacists Association (CPhA), mentioned that the regional engagement meetings were generally useful in getting a better sense of what FIP is working on. However, the CPhA would like to see more briefings on the results of relevant research conducted by FIP for its members in future activities and would appreciate providing questions and data in advance.

Furthermore, he highlighted the importance of members prioritising specific goals. FIP can then help in those specific areas using a tailored approach (e.g., disseminating required articles and sharing experiences of other countries regarding related areas of interest). “In Canada, we have public health goals and public health indicators, and we try to prioritise them because it’s difficult to do everything,” Mr Doucet explained.
College of Pharmacists of Costa Rica

In her remarks, Lidiette Fonseca González, vice-president of the board of directors of the College of Pharmacists of Costa Rica (COFA), summarised the main findings of the 2021 regional engagement meetings in three words: collaboration, action, and education.

She pointed out that COFA upholds the principles outlined by FIP’s president, Dominique Jordan, to engage and work together with members to turn the vision of One FIP into reality. She further explained that FIP has demonstrated a commitment to engaging with different regions, countries and members through the new engagement strategy, such as specific meetings with members in the region and the facilitation of discussions in Spanish, and this, for COFA, demonstrates the value of being a member organisation.

Aside from this, she stressed some areas COFA found most valuable, such as sharing experiences from member organisations, establishing collaboration agreements to develop joint programmes, projects and research, receiving expert advice and consultation from FIP and other member organisations, and focusing on topics of importance to each nation and region (e.g., political leadership development, impact indicators for the management of pharmaceutical services, sustainability of pharmacy and digital health). COFA is interested in educational and training opportunities to help develop its national priorities.

COFA is also interested in learning about FIP’s Global Pharmaceutical Observatory and how to establish national pharmaceutical observatories.

Uruguayan Association of Chemistry and Pharmacy

Mariela Méndez, president, Uruguayan Association of Chemistry and Pharmacy (AQFU), emphasised that trust, solidarity and action will guide the future growth of each organisation. Moreover, she explained that FIP’s regional engagement meetings facilitate fluid communication among member organisations, as well as providing information regarding projects and activities.

Ms Méndez explained that the AQFU would like to see the focus on developing pharmaceutical policies, continuous professional development, and working together to learn from national experiences. It also wishes to explore how it can measure its outcomes and progress.

According to Ms Méndez, highlighting strengths and weaknesses of identified members priorities can create opportunities for other members to work together and build synergies. She provided an example, which is the training in immunisation services of the AQFU provided by the American Pharmacists Association. Additionally, it is interested in learning about training plans that support curriculum development.
2.2.3 Voices of FIP member organisations in the Eastern Mediterranean region

This section provides an overview of the voices of some member organisations in the Eastern Mediterranean region (Figure 9) along with their engagement needs. Common themes among participants include collaboration, specific discussions and expertise.

Figure 9: Map of the Eastern Mediterranean region.
Community Pharmacy Owner Syndicate

Mohammed Al-Nuzili, president of the Community Pharmacy Owner Syndicate (CPOS), Yemen, explained that organisations have DG targets, and in order to achieve these, FIP must segment its meetings by region, taking into account similar socioeconomic factors and cultures. Furthermore, he explained that such meetings can be used to develop policies pertaining to accreditation for pharmacists and development of competency for licences at a regional level, similar to the Physicians Arabian board. Furthermore, the CPOS believes that these meetings will have an impact on regional practices.

Dr Al-Nuzili highlighted the importance of regional meetings in identifying areas of common interest and in fostering collaboration to enhance and sustain the pharmacy profession. Among the things they would like to see more support for resources management, training, and academic and expertise development.

Highlighted priorities and themes:
- Segmentation
- Engagement
- Specific discussions
- Impact
- Collaboration
- Accreditation
- Training
- Expertise

Egyptian Foundation of Clinical Pharmacy

Egyptian Foundation of Clinical Pharmacy (EFCP) president Mahmoud Abderlahman mentioned that FIP is making great efforts to support the global agenda and to demonstrate the transformative efforts of FIP member organisations around the world. He explained that, by participating in the regional meetings and connecting member organisations to the regional forums, members can gain alignment and collaboration with other countries around the world.

He further explained how regional meetings provide opportunities for knowledge exchange and expertise sharing on matters of mutual interest and partnership on mutually aligned goals to create a positive impact that will ultimately lead to achieving the FIP Development Goals.

Highlighted priorities and themes:
- Alignment
- Collaboration
- Specific discussions
- Knowledge sharing
- Expertise
2.2.4 Voices of FIP member organisations in the European region

This section provides an overview of the voices of some member organisations in the European region (Figure 10) along with their engagement needs. Common themes among participants include knowledge sharing, specific discussions, communication and active involvement.

Figure 10: Map of the European region.
Cyprus Turkish Pharmacist Association

Safiye Çağansel, treasurer, Cyprus Turkish Pharmacist Association (KTEB), shared that the regional meetings are highly beneficial in allowing participants to see closely where pharmacy and pharmaceutical sciences stand in each country. “Creation and development of these regional engagement meetings and activities when a concrete need in the region is identified was inevitable.” Ms Çağansel explained.

She added that although every region has different needs, opportunities and specificities, most organisations residing within the same region have many in common, so by creating these engagement options of regional meetings and activities, FIP’s targeted promotion, accompaniment and translation will be able to reach all members, thus making communication and knowledge sharing easier and more effective across all regions.

As well as learning from other nations, the KTEB would like to see active interaction and information exchange, where each participating member can share their highlights and expertise, so that other members of the region can develop or enhance already existing programmes or services delivered at a local level to benefit people and communities. To ensure that countries share progress, she suggested implementing a system of monthly or bimonthly progress reporting.

Additionally, the KTEB suggests that guidelines be developed to make sure all countries and member organisations have an understanding of each goal so they can implement it effectively. Furthermore, the KTEB recommends some meetings become inter-regional, empowering some organisations to lead presentations or workshops that encourage and guide the implementation of the DGs with FIP’s help and facilitation.

Ethica Independent Pharmacies Association

Cristina Pavel, president, Ethica Independent Pharmacists Association (AFIE), Romania, said that meetings and activities were more than useful as they inspired the AFIE’s strategy and steps for introducing pharmaceutical services to Romania. After each meeting and after every activity announced, it prepares a short report or a brief presentation so that it can build and extract national strategies based on regional and multinational trends shared by members.

Ms Pavel added that one of the most important aspects of regional engagement is the opportunity to learn from other pharmacists and organisations from other countries about topics which reflect multinational challenges. She suggested implementing this through info-reports, documents shared between member countries, facilitating communication or round-table discussions between two or more countries on specific topics of interest, providing updates on progress and finding solutions for common problems.

Since Romania is at the beginning of implementing pharmaceutical services, Ms Pavel said that the AFIE would appreciate a focus on arguments in the meetings. Further, in Romania, the expansion of pharmaceutical chains puts pressure on independent pharmacies, and other countries’ experiences in dealing with similar situations would be highly appreciated. She mentioned that to convince the authorities that pharmaceutical services should be funded, ways should be found to measure the effects of these services on patients and the budget. It would also be helpful to understand how pharmaceutical service costs are established. One other issue that is extremely important for the AFIE is medicine shortages.
**Finnish Pharmacists Association**

Antti Kataja, president, Finnish Pharmacists Association (FPA), said the regional meetings have been informative and the FPA is getting an overview of what is happening in each country, but it also needs to have a discussion, and it would be very helpful if meetings could focus more on topics that relate to Europe, since there are challenges that are common in Europe, such as electronic product information, vaccine production, and vaccine intellectual property. Additionally, the FPA would like to see more sharing of experiences, best practices and cost-effectiveness data from member organisations at future meetings.

**Highlighted priorities and themes:**

- Specific discussions
- Solving challenges
- Knowledge sharing
- Best practices
- Outcome improvement

**Malta Chamber of Pharmacists**

Mary Ann Sant Fournier, president, Malta Chamber of Pharmacists, said: “The FIP regional engagement meetings are inspirational to the Malta Chamber in its work. Discussions and exchanges between member organisations and experts provide valuable insights into addressing issues at the national level within regional contexts. In addition to adapting the tools provided by FIP to achieve identified goals, pharmacists will evolve their roles within selected areas of practice.”

In addition, Ms Sant Fournier pointed out that the Chamber would like to see more information sharing, in-depth discussion, and data on sustainability of pharmacy and digitalisation in the service of pharmacy and health. She recommended that “buddy schemes” or shadowing, training of trainers and mentoring be considered.

She said: “In my opinion, since different regions and different countries have varied approaches based on tradition, culture, legislation and standards of practice, human resource and socioeconomic realities, all strive to reach excellence in their own ways. The DGs are a very good beacon to adapt to individual needs, at their own pace, but with a clear objective to reach a high, unifying standard of practice and diversity in role evolution. The regional platforms are a very good forum for discussion of this and gauging the level at which the DGs could in fact be attained, how and when and to what extent. They should offer the opportunity, as indeed they do, to identify the challenges and opportunities and identify the uniqueness of each region, country, to provide the shove to attain their objectives.”

**Highlighted priorities and themes:**

- Guidance and tools
- Knowledge sharing
- Specific discussions
- Training and mentoring
- Professionalism
- Standardisation

**Pharmaceutical Society of Iceland**

“Face-to-face meetings would be more valuable, but might not be convenient due to the current situation,” said Inga Lilý Gunnarsdóttir, president, Pharmaceutical Society of Iceland (LFI). However, the LFI found the educational webinars on a variety of subjects to be very helpful to it and its members. These and similar activities where members can get actively involved are what it would like to see more of.

**Highlighted priorities and themes:**

- Specific discussions
- Active involvement
- Education
Portuguese Pharmaceutical Society

Jorge Batista, international affairs, Portuguese Pharmaceutical Society, explained that the society would want FIP to work with well-established pre-existing structures in Europe. Dr Batista noted that regional engagement meetings are useful for learning about the implementation of national and relevant projects and initiatives, as well as sharing best practices with other regions.

Specifically, Dr Batista said that the society would like to see more about how other countries approach new frameworks that will lead to improvements. Further, he explained that because the European region’s legal and cultural infrastructure is usually quite similar, focused discussions are helpful for sharing these types of experiences.

“Sharing report translations is also a positive aspect of the network provided by FIP,” said Dr Batista. As an example, he noted that the Portuguese Pharmaceutical Society shares information and experience with Portuguese-speaking countries in Africa.

“DGs should also be linked to metrics in the Global Pharmacy Observatory. We think it will be easier to grasp progress once periodic reports (every two to three years) are circulated detailing changes in certain DG areas,” he added.

Royal Dutch Pharmacists Association

Ka Chun Cheung, manager of the Royal Dutch Pharmacists Association medicine information centre, said: “The FIP regional engagement meetings provided a pleasant way to engage with member organisations during a period when we couldn’t meet face to face. Through the meeting, member organisations get updates about FIP’s activities.”

Academy of Pharmaceutical Sciences

Jo Craig, chair, Academy of Pharmaceutical Sciences (APS), UK, said that the regional engagement meetings provided insight into the various activities and projects that the organisation works on. Nevertheless, as the APS is a PSMO, the content of the meetings does not have much direct relevance to it, since many of the activities revolve around pharmacy practice rather than pharmaceutical science.

There was a suggestion that breakout sessions or other mechanisms that would provide dialogue and input would be much more effective and engaging. Additionally, Linda Hakes, independent consultant, noted that some key information can be sent to participants in advance of the meetings so that the presentation slides can be downsized.

The APS would like to see more science integration into future FIP meetings and to see greater recognition of the fact that many scientists are not pharmacists but actively contribute to new medicines and methods of diagnosing and treating diseases.

Ms Craig and Dr Hakes noted that the FIP could enable PSMOs to connect with others that are undertaking similar projects; promote the notion that science underpins practice and practice informs science, and share scientific studies.
2.2.5 Voices of FIP member organisations in the South East Asian region

This section provides an overview of the voice of one member organisation in the South East Asian region (Figure 11) along with their engagement needs.

Figure 11: Map of the South East Asian region.
Indian Association of Colleges of Pharmacy

Bhojraj Suresh, president, Indian Association of Colleges of Pharmacy, explained that the FIP regional engagement meetings were particularly valuable because they facilitate members’ understanding of how FIP engages with members across the globe and help them implement best practices. Meetings enable member organisations to communicate specific needs and support needed, as well as building engagement among the organisations and helping to coordinate regional discussions. Prof Bhojraj explained that the meeting frequency enables them to discuss issues, challenges and support needs as soon as they arise.

For future meetings, Prof Bhojraj suggested explaining why each project or issue needs to be completed or addressed. “Member organisations will be able to see the big picture before making any further decisions, understand why they are discussing this, and why it is important,” he said. He added that countries would also benefit from FIP as a platform for exchanging specific data and creating mentoring networks.

Prof Bhojraj proposed disseminating information about the regional platform to educational institutions and pharmacy students. Doing so would aid the regional platform in producing great data, he said.

Highlighted priorities and themes:
- Best practices
- Needs and support
- Engagement
- Specific discussions
- Knowledge sharing
- Solving challenges
- Collaboration
- Mentorship
- Outcome improvement
2.2.6 Voices of FIP member organisations in the Western Pacific region

This section provides an overview of the voice of some member organisations in the Western Pacific region (Figure 12) along with their engagement needs. Common themes among participants include: specific discussions, knowledge sharing, collaboration, expertise and outcomes improvement.

Figure 12: Map of the Western Pacific region
Australasian Pharmaceutical Science Association

Joseph Nicolazzo, president, Australasian Pharmaceutical Sciences Association (APSA), highlighted four themes: connection, collaboration, regional health issues, and awareness.

In terms of connection and collaboration, Mr Nicolazzo explained that regional meetings provide the APSA with an opportunity to identify key contacts for pharmacy and pharmaceutical sciences in the region and facilitate collaboration with neighbouring countries, taking into consideration potentially joint events and strategies at a regional level.

The presence of regional health issues is also very important; the APSA focuses mainly on pharmaceutical science within their own countries, but when it knows about the health concerns of its immediate neighbours, it is better able to focus the research on ways that can benefit it and its neighbours. Moreover, the association is interested in learning about what health issues other associations and countries are facing so that it can build a system to address those challenges together, through engagement and research.

Korean Pharmaceutical Association

Prof. Sang Hoon Joo, vice chair of international affairs, Korean Pharmaceutical Association, pointed out that the virtual regional meetings allowed members to stay in touch, which they found valuable. On the other hand, it was suggested that regional meetings be held less frequently. As well, he suggested that FIP organise discussion-based meetings ahead of time so that members could prepare in advance and share their best experiences to learn from each other.

Malaysian Pharmaceutical Society

According to Jack Shen Lim, treasurer, Malaysian Pharmaceutical Society (MPS), the regional engagement meetings have provided the society with insight into what is happening in other countries and what it can learn from these. “These meetings are useful for planning for our decision-making bodies,” Mr Lim added.

The MPS would appreciate connecting with other countries and regions with similar priorities. As an example, Mr Lim suggested sharing practical experience from other countries such as Jordan’s expansion of pharmacist roles, and particularly those with similar healthcare systems to Malaysia. The MPS would also appreciate suggestions and materials that can be used to adjust its systems. Mr Lim provided an example of COVID guidelines and how pharmacists were the first to publish their document in Malaysia, using a document from the Federation of Asian Pharmaceutical Federation and FIP’s documents that they localised and developed on their own.

Depending on the needs of the region, Mr Lim suggested aligning focused discussions to specific goals in the region.
Pharmaceutical Society of Australia

Chris Freeman, national president, Pharmaceutical Society of Australia (PSA), said that the regional events have been beneficial in terms of being able to connect and exchange with colleagues from other countries; however, many of the issues raised may not be as directly relevant to one another as they would have been in other regions. As Dr Freeman pointed out, there is an advantage to engaging across the region at a broad level, and he suggested having one or two regional meetings to provide an understanding of issues affecting the region as well as bilateral meetings between two or three member organisations with similar priorities across the different regions, so as to achieve more meaningful outcomes and to broaden engagement. Moreover, the PSA believes there is greater value to its members by collaborating and partnering in activities with specific countries, such as New Zealand, and collaborating on a global scale, or aligning with European/North American countries.

Dr Freeman called for a quality approach with more meaningful interactions, greater outcomes, and increased engagement from FIP's member organisations. As Peter Guthrey, senior pharmacist, strategic policy and advocacy, suggested, briefer, less formal meetings would be more helpful in gathering key information and might be quicker than sending lengthy surveys to members. Also, sending out feedback quickly during a meeting is more effective than chasing for a written response if a country is having problems with a specific issue; similarly, if a country has developed a new technology and wants to collaborate with other organisations. Additionally, Dr Guthrey noted that if meetings were more focused on specific projects, organisations would seek written reports and documents and provide these as summaries in the meeting.

Taiwan Society of Health-System Pharmacists

Jack Chen, secretary general/international affairs, Taiwan Society of Health System Pharmacists (TSHP), stated: “I think the engagement meetings were useful. First, we can hear the president and CEO introducing the developing strategies that FIP is adopting for the development of pharmacy. Second, I was pleased to hear how other member organisations chose the priority of goals based on their countries’ situations. I particularly liked to hear about countries sharing a similar healthcare system as Taiwan, such as the Republic of Korea and Japan.”

Dr Chen said the TSHP would appreciate specific development topics to discuss during the meeting (specific DGs). It would also like to hear how other countries are dealing with changes in healthcare due to pandemic outbreaks, developments in artificial intelligence technology, and specialisation in pharmacy professions.
Pharmaceutical Society of Japan

Prof. Ichiro Matsuoka, Pharmaceutical Society of Japan (PSJ), explained that the smaller and more familiar setting of the regional meeting made it easier to see the activities and initiatives of FIP on member organisations, PSMOs, the Global Pharmaceutical Observatory and collaboration with WHO in greater detail. Prof. Matsuoka commented that it was also interesting to learn about differences in the focuses and priorities of other member organisations on certain topics.

He suggested the idea of a premeeting questionnaire and an intake of topics ahead of time, so that in the future, participants can discuss certain topics based on the results from the questionnaire. As a result, members can exchange opinions and needs effectively.

Prof Matsuoka pointed out that the PSJ covers both the fundamentals of science and practice, but it may be able to incorporate more practical and critical aspects, as well as regulatory matters. While it has developed its own educational system, this needs to be improved in comparison to the rest of the world, and become more competency-based and outcome-based. The PSJ also intends to shift from a process/deduction-based to an outcome-based approach.

By setting up joint meetings and symposia the PSJ has established long-term cooperative relations with foreign academic bodies within the region (e.g., South Korea, Asian Federation of Medicinal Chemistry) and throughout the world (e.g., Canada, Germany, USA) for the advancement of pharmaceutical sciences.

In the PSJ-FIP Joint Project for the Exchange of Young Pharmaceutical Scientists in the Asia-Pacific Regions, Prof. Matsuoka stressed that the PSJ provides a platform for the presentation and exchange of science ideas among young scientists within the regions. In addition, member organisations can cooperate by offering platforms in a variety of different areas in a manner that is mutually beneficial.

Prof. Matsuoka noted that each member organisation can provide assistance based on its strength. As an example, the PSJ has a strength in pharmaceutical science, whereby it can facilitate scientific exchange and training.

Highlighted priorities and themes:

- Engagement
- Specific discussions
- Knowledge sharing
- Active involvement
- Best practices
Part 3: The voice of FIP’s Academic Institutional Membership

FIP Academic Institutional Membership (AIM) coverage across the globe is shown in Figure 13. As of December 2021, FIP had 172 AIM members established in 57 countries and territories.

“FIP AIM is the only global network interconnecting schools of pharmacy and academic pharmacy leaders around the world for networking, knowledge sharing and leadership development. It is a global platform that brings schools of pharmacy together and assists pharmacy academics to build productive and sustainable connections and affiliations with their peers from different regions of the world. The vision of FIP AIM is to advance leadership in education of pharmacy and pharmaceutical sciences. Its mission is to support communication in special interest concentrations, to create win-win collaborations (3 Cs).” Figure 14 illustrates the 3 Cs of FIP AIM strategy.

“Members benefit from the expertise of a dynamic group of pharmacy academic leaders who are working collaboratively to improve pharmacy education around the world. This is achieved through our annual Global Academic Leaders Forum (GALF), webinars, AIM leadership blogs, and AIM working groups on areas of special interest. FIP AIM also provides a fellowship programme for leadership development course that benefits pharmacy institutions by training the next generation of academic leaders. All in all, it is a dynamic environment that pharmacy academics can use to improve their institution’s advancement of pharmacy education, while helping others do the same.”

Pierre Moreau, FIP AIM chair and dean of Kuwait University, Kuwait
FIP’s global call to action for advancing pharmaceutical education

In October 2021, FIP organised the FIP-UNITWIN regional workshops, brought FIP’s member academic institutions, professional organisations and key pharmacy stakeholders from each of the World Health Organization’s six regions together, and co-created ONE FIP roadmaps to advance pharmacy and pharmaceutical sciences education. The workshops’ participants identified their regions’ strengths, weaknesses, opportunities and threats (SWOT) on pharmaceutical education, and prioritised FIP Development Goals (FIP DGs) relevant to needs and priorities in pharmaceutical education.

To address priority FIP DGs and actionable SWOT areas in pharmaceutical education, workshop participants co-created roadmaps for their regions. The roadmaps provide a systematic and concerted framework for FIP members to advance pharmaceutical education, and support collaboration between FIP members and key pharmaceutical stakeholders in co-creating strategies and solutions for their region.

Following the workshops, on 13 December 2021 at the FIP-UNITWIN global summit on pharmaceutical education, FIP launched the final roadmaps for each region and the “FIP global call to action on pharmaceutical education” for academic institutions, professional organisations, policymakers and key pharmaceutical stakeholders around the world to support the implementation of these roadmaps. FIP’s member academic institutions that participated in the workshops and the global summit will benefit from the opportunity to join the FIP-UNESCO UNITWIN Centre for Excellence in their region, and will be recognised by UNESCO as regional leaders in implementing these roadmaps in solidarity with colleagues in their region and with FIP.
In this section, we feature examples from selected AIMs, making reference to the benefits of FIP AIM, its effects on pharmacy education, academic/leadership capabilities, and future requirements.

What are the top three benefits that FIP AIM provides to you, your leadership team and your institution? How has FIP impacted your institution’s pharmacy education programme and academic/leadership capacity?

Mwila Chiluba, dean, University of Zambia, Zambia

1. Potential collaboration with other institutions;
2. High profiling power for the institution;
3. Interactions with leaders from different institutions across the globe.

Mohd Zulkefeli Mat Jusoh, dean, School of Pharmacy, International Medical University, Malaysia

1. Online leadership development course (Enhancing academic leadership horizons), FIP AIM digital events and webinars;
2. FIP AIM Global Academic Leaders Forum (GALF), FIP AIM support to pharmacy academics; and
3. Higher profiling power for FIP AIM schools on the FIP World List of Pharmacy Schools.

“FIP has impacted my institution’s pharmacy education programme by introducing the 21 FIP Development Goals. These goals have guided us in crafting and reviewing our undergraduate and postgraduate programmes’ new curricula, based on these goals set up globally.”

Toyin Tofade, dean, Howard University, USA

1. The opportunity to conduct mutually beneficial projects in service of LMIC schools, colleges or faculties around the world;
2. Leading similar minded academics and educators from around the world in the pursuit of expanded collaborations, provision of tools and resources to benefit individual and organisational growth;
3. FIP AIM Global Academic Leaders Forum (GALF); and
4. To be listed on the FIP AIM schools on the FIP World List of Pharmacy Schools.

Aukje Mantel-Teeuwisse, Professor of Pharmacy and Global Health, Director School of Pharmacy, Utrecht University, The Netherlands

1. FIP AIM Global Academic Leaders Forum (GALF);
2. FIP AIM network of academic leaders.
Rajani Shakya, Head of Department of Pharmacy, Kathmandu University, Nepal

1. Collaboration and networking with Pharmacy Schools around the world and global leaders;
2. Updates on pharmacy practice and pharmaceutical sciences through FIP AIM digital events and webinars
3. Capacity enhancement by providing training opportunities and mentors;
4. FIP documents provide guidance in revamping pharmacy curriculum;
5. To be listed on the FIP AIM schools on the FIP World List of Pharmacy Schools.

What would you like to see more of in, or learn more about from, FIP AIM?

Mwila Chiluba, dean, University of Zambia, Zambia

Solidifying of collaborations between institutions, and helping institutions secure funding for research and infrastructure development.

Aukje Mantel-Teeuwisse, professor of pharmacy and global health, Utrecht University, The Netherlands

More interaction with global leaders on how to deal with challenges (i.e., educational changes during pandemics).

Mohd Zulkefeli Mat Jusoh, dean, School of Pharmacy, International Medical University, Malaysia

More collaborative events based on regional members of FIP AIM. More collaborative events based on regional members of FIP. It is because of the time zone differences that it is challenging to join other events, which mainly focus on members from Europe and Middle East AIMS.

Rajani Shakya, head, Department of Pharmacy, Kathmandu University, Nepal

Pharmacy practice in the South East Asian region is not moving ahead as needed due to some obstacles. I request FIP for activities to clear those blockages. Strengthening collaborations among FIP AIM member schools in research activities will increase the potential of institutions with resource constraints.
Mohamad Rahal, dean, Lebanese International University, Lebanon

FIP AIM is a global platform that brings schools of pharmacy together and assist pharmacy educators to build productive and sustainable connections and affiliations with their peers from different regions of the world. The Global Academic Leaders Forum (GALF) provides a unique opportunity for pharmacy education leaders, deans, assistant and associate deans, and department chairs to share their thoughts and best practices with colleagues from different institutions and to learn from their experiences. I highly encourage all schools of pharmacy in the Arab world and the region to join FIP AIM, and to actively participate in all the activities of FIP Education and the GALF.

Rajani Shakya, head, Department of Pharmacy, Kathmandu University, Nepal

FIP AIM aims to advance leadership in pharmacy education and is a global network connecting all pharmacy schools. GALF 2021 fulfilled all the objectives of FIP AIM by bringing educators from all around the world in one platform and finding solutions not only for continuing but also enhancing pharmacy education in adverse situations.

Paul J. Gallagher, professor, National University of Singapore Department of Pharmacy, Singapore

Sherief Khalifa, dean of pharmacy at the Gulf Medical University, said at GALF 2021, whose topic was “Design a post-COVID-19 classroom: Transforming pharmacy education”, that the post-pandemic future of teaching and learning is not in online learning but in HyFlex learning. Hyflex learning, he explained, is a flexible course structure that gives students the option of attending sessions in the classroom, participating online or doing both. The key to learning in this new model is “student engagement”. Hyflex learning gives a model that responds to the different learning styles of students and thereby has the potential to better engage them.

Mohd Zulkefeli Mat Jusoh, dean, School of Pharmacy, International Medical University, Malaysia

We are not alone regarding the current challenges we are facing in regard to remote or online teaching in delivery the pharmacy curriculum. Many of these challenges have created opportunities for more innovative ways, especially the creation of online based teaching and learning materials.
Part 4: The voice of FIP’s regional pharmaceutical forums

During FIP’s 2021 regional meetings, the regional pharmaceutical forums were asked to identify their priorities by focusing on specific local and regional needs. This is summarised in the FIP Development Goals Report 2021 "Setting goals for the decade ahead". Examples from some regional pharmaceutical forums are presented that highlight ways that FIP has supported their priorities, exploring some challenges, perceptions and possible ways of leveraging our efforts and outputs.

What have been the benefits to you and the forum during the COVID-19 pandemic?

**Prosper Hlag, president, African Pharmaceutical Forum**

“The COVID-19 period has proven our capacity to adapt and work together. It has also shown the level of engagement we have for our profession and organisation, especially in times of crisis and emergency responses. Working with other forums and the FIP Bureau has been beneficial in advancing pharmacy worldwide. There has been experience sharing, workforce development, and collaboration with others towards ONE FIP, which have added to our experience. As a region, we managed to have more participation from member organisations using the online platforms.”

“Attendance at the regional workshop was very good, with more than 200 members from across the region. Participation in other forum meetings has also been good and diverse, both as presenters and participants. Participation from at least eight additional member countries, either as presenters or participants, has been noted. The FIP engagement meetings have been beneficial to the forum.

We noticed a strong interest of the FIP ExCo for the African region. The ExCo members have participated in several FIP meetings and workshops, and this has made us learn from other forums. We realise that pharmacy practice worldwide is similar, and all the forums are linked and no one can move alone. The challenges must be faced together, which highlights the importance of the ONE FIP concept.”

**Yajaira Quesada, professional secretary, Pharmaceutical Forum of the Americas**

“We can say that the benefits have been the permanent training of pharmacists in the Americas. The meetings that have made it possible to define a line of actions and commitments to improve the pharmacy profession. Above all, we have had the chance to improve the actions of the working plan of the forum and to have representation in the Global Pharmaceutical Observatory.”
Wael Ali, professional secretary, Eastern Mediterranean Regional Pharmaceutical Forum

“First, obviously, face-to-face engagement is much better than a virtual one, but due to the crisis and what happened in the world during the pandemic, this was the only way to communicate with all our colleagues around the world.

“The FIP team was very successful in doing that. FIP plays an advisory role: it starts by supporting pharmacists all over the world. Using smart campaigns, pharmacists started sending photos in their pharmacies and their duties in hospitals. Moreover, all shared one message: we are together against this unexpected pandemic, and you are not alone. This campaign affected me and all Eastern Mediterranean pharmacists positively. Then FIP launched pharmacists’ guidelines on how to deal with infected patients and how to make antiseptics in the pharmacy, which was helpful and supportive. In addition, FIP launched virtual events and meetings to share our experiences. I believe those events and meetings were very successful and supportive for all pharmacists around the world. In addition, FIP launched, for the first time, a Facebook group called ‘COVID-19 and pharmacy’. I believe this group succeeded in initiating a social dialogue between all pharmacists around the world. In the Eastern Mediterranean region pharmacists were very happy to communicate directly with their colleagues world-wide. To conclude, the FIP team succeeded 100% in the virtual plan. Thanks team!”

Rao Vadlamudi, professional secretary, South East Asian Regional Pharmaceutical Forum

“The pandemic has posed several challenges all over the world, and the South East Asian region has been affected significantly during these times. FIP had initiated pandemic preparedness in this region through various programmes, of which the most significant had been the transforming vaccination globally, regionally and locally programme. These events deployed virtually brought out several local and regional issues related to the roles of pharmacists in transforming vaccinations leading to advocacy measures to promote the importance of pharmacists in the supply chain and delivery of vaccines as well as dampening vaccine hesitancy among people in the region. These measures, to a large extent, helped to understand the situation in the region to initiate required measures.”

Prosper Hiag, president, African Pharmaceutical Forum

“The lack of adequate connectivity and the under-utilisation of digital platforms, low level of workforce dedicated for the forum and the language barrier which is still a challenge, can be considered as challenges faced.

“This has resulted in slow action when the need arises. Due to the lockdown in some countries, implementation of some of the proposals has been slow or not implemented. In some instances, the regulatory framework in the country has been a drawback, e.g., vaccination by pharmacists is a proposed new scope of practice and requires regulatory changes. The importance of advocacy and lobbying with legislators should be an important item on our agenda.”
Yajaira Quesada, professional secretary, Pharmaceutical Forum of the Americas

“The lack of face-to-face communication that has resulted from the COVID-19 pandemic, making the communication channel more challenging. In addition, some member organisations were unable to keep up with the payment of the membership due to the absence of face-to-face activities from which they collected funds.”

Wael Ali, professional secretary, Eastern Mediterranean Regional Pharmaceutical Forum

“As I mentioned before, face-to-face meetings are much better than virtual ones. We missed a lot during this pandemic. In addition to missing meeting colleagues face-to-face, we also missed training from the congress, sections meetings, etc. During virtual events, you can’t guarantee 100% concentration of all colleagues at all times. Also, during this time virtual meetings were so widespread. Sometimes, we had four meetings a day.”

Rao Vadlamudi, professional secretary, South East Asian Regional Pharmaceutical Forum

“The drawbacks have been that the South East Asian forum has been less active in recent years, and the general assembly used to take place only during FIP Congress — the last one was during Abu Dhabi congress in 2019. During the pandemic, communication between member organisations of the forum further eroded. This has become a huge drawback to organising even online events. As the professional secretary, my efficiency in organising activities was significantly reduced.”

Prosper Hiag, president, African Pharmaceutical Forum

“Advancing pharmacy worldwide requires a strong knowledge of region specificity through information and data collection. The Global Pharmaceutical Observatory has a key role for this achievement and should be empowered.”

Yajaira Quesada, professional secretary, Pharmaceutical Forum of the Americas

“We will definitely maintain the use of the virtual modality in face-to-face activities, as well as communication spaces with our member organisations to learn first-hand about their needs, the synergy of work with FIP, Pan American Health Organization, and alliances with institutions related to practice and education. We recommend that FIP continue the webinar programmes for pharmacists in the Americas and close communications with the forums. Besides this, the working groups that have been created have worked regularly and properly in two areas (self-medication and antimicrobial resistance) thanks to the virtual meetings.”
Wael Ali, professional secretary, Eastern Mediterranean Regional Pharmaceutical Forum

“FIP must continue regional engagement, regional conferences and social groups, and ensure more contact with pharmacists around the world. FIP should retain virtual meetings and events even after the world reopens. The balance between face-to-face and virtual communication will help us reach more colleagues in our region. Regional engagement meetings enable pharmacists to adhere to and implement regionally specific guidelines. For instance, if the guidelines only apply to European pharmacists, Eastern Mediterranean pharmacists will feel these guidelines do not relate to their language and experience, so diversification is key.”

Rao Vadlamudi, professional secretary, South East Asian Regional Pharmaceutical Forum

“To put it simply, the forum should retain the flexibility to take on projects and activities that address regional needs, requirements to strengthen the profession and the role of pharmacists in health care provision. FIP should support the forum with resources that are necessary to help the forum achieve the FIP Developmental Goals that are critical and of high priority for the region. FIP’s reach out to member organisations in the region should preferably be routed through the regional forum to emphasise the significance and importance of regional forums.”

Prosper Hiag, president, African Pharmaceutical Forum

“The ideal ways for better engagement would identify and take into consideration regional needs and adapt proposals for the development of the forum. Continued engagement using online platforms is the new technology revolution and helps to break the barrier of distance. Generally, travel around the region is not easy and costly, hence online platforms should be used to strengthen physical meetings. Physical engagement helps to network and strengthen relationships and should not be abandoned, where possible.”

Yajaira Quesada, professional secretary, Pharmaceutical Forum of the Americas

“We believe that FIP should be opened up to more languages, including Spanish and Portuguese as it is believed that English is a barrier in the region of the Americas. We want our member organisations to benefit from FIP activities. The trilogy of member organisations, the forum and FIP should find a way to work properly. Moreover, sometimes there may be overlap with the work of the sections. We may need to find a way to connect all FIP structures more efficiently.”
| **Wael Ali, professional secretary, Eastern Mediterranean Regional Pharmaceutical Forum** |
| “Simplify the FIP Developmental Goals; make them speak with the regional languages and experiences, such as providing successful examples and models for each goal. This makes the FIP DGs more visible and achievable. In other words, learning by demonstration. By doing this, all pharmacists around the globe will work together towards the same goals under ONE FIP. FIP is built on many backbones. I believe that the power of sections, special interest groups, FIP Education, etc, should be utilised regionally. There’s no official cooperation between forums and all of these, especially sections, which shows up when you find forums arranging events and inviting regional colleagues and sections doing the same activity in the same area at the same time. We are not competitors. We’re working under ONE FIP.” |

| **Rao Vadlamudi, professional secretary, South East Asian Regional Pharmaceutical Forum** |
| “In the current situation, the integration of the regional forums into the FIP structure signifies the importance of the ONE FIP agenda. In order to achieve this, it is necessary to iron out all the kinks in the ongoing process and discussions in the integration process. Only then can many of the objectives of the ONE FIP agenda related to regional forums be accomplished.” |
Part 5: The voice of FIP’s internal constituencies

COVID-19 has brought us many challenges in terms of face-to-face engagement but, at FIP, our internal virtual meetings and events have successfully kept us in touch, engaged and progressive in our work since 2020.

In this section we spotlight examples from FIP’s internal constituencies to explore how has the engagement within FIP helped boards, sections and SIGs with their priorities, perception and direction, and suggested ways to harness our efforts and outputs. FIP constituencies were approached to reflect on the benefits and challenges and we summarise these in this section.

**Benefits**

What have been the benefits to you and the sections during the COVID-19 pandemic?

**Paul Sinclair, chair, Board of Pharmaceutical Practice**

“The past 18 months have seen a dramatic change in the interaction between members of the Board of Pharmaceutical Practice and between the various sections. Rapid adaption to a new digital based platform has seen greater engagement by members both in attendance and participation in online ExCo and board meetings and in participation in webinars and other digital events. This willingness to engage has allowed FIP to create significant value for corporate partners and has progressed the ONE FIP philosophy from being a concept to being central to everything we do.”

**Giovanni M. Pauletti, scientific secretary, Board of Pharmaceutical Sciences**

“A digital communication platform enabled more frequent interactions with various Board of Pharmaceutical Sciences (BPS) stakeholders, including members of special interest group leadership teams, representatives from PSMOs, and the BPS ExCo. In addition, virtual interactions facilitated inclusion of relevant contributors from other FIP structures, resulting in broader consideration of diverse perspectives prior to decisions. In contrast to conventional in-person meetings, video conferencing significantly increased participation because barriers such as travel time and cost, and absence from work were minimised or non-existent. Finally, the opportunity to organise digital events with contributors from different geographical regions and diverse expertise has significantly strengthened the quality of those events and, consequently, positively impacted the reputation of FIP.”

**Ralph J. Altiere, chair, FIP Education, and director, FIP-UNESCO UNITWIN programme**

“The pandemic caused FIP leadership to take a new approach in how FIP engaged with its members and external constituencies. As a result of astute strategic decisions by the FIP leadership, FIP has actually enhanced its engagement among its membership and external partners. For FIPEd in particular, we have had a very productive two years in 2020 and 2021 thanks to the hard and smart work of its members and FIP staff, who have supported and led many initiatives. Virtual meetings have kept us connected, virtual programmes have kept us informed and virtual projects have kept us engaged. FIPEd conducted 40 projects in 2021, aimed at implementing 16 of the 21 FIP Development Goals — DGs 1–13, 17, 19 and 20. We have been more productive in some respects in this virtual environment, having adapted so well to the use of technologies to enhance our work. We have all learned how to be productive in this dispersed environment, which is a real benefit and value to our FIPEd units and to FIP constituents.”
Louisa Sullivan, president 2022, FIP Young Pharmacists Group

“FIP has been very supportive to the Young Pharmacists Group throughout the pandemic, and I believe we have been able to follow FIP’s lead in transitioning many events to virtual events and finding innovative ways to connect with our members.”

Paul Sinclair, chair, Board of Pharmaceutical Practice

“Face-to-face board meetings in March/April and at the annual congress each September are essential to building camaraderie and trust among the section members and the Board of Pharmaceutical Practice members. I look forward to these meetings recommencing as soon as possible. Zoom meetings held with different time zones makes it very difficult to get full participation. Despite this, members have been very accommodating, despite being asked to join meeting either early in the morning or late at night.”

Giovanni M. Pauletti, scientific secretary, Board of Pharmaceutical Sciences

“The absence of in-person interactions limited creative, after-meeting conversations on various topics that have the potential for leading to highly relevant follow-up actions. The creation of meeting schedules was negatively affected by the various global time zones of participants. In most cases, a compromise was made to hold virtual meetings in the early afternoon, European time, which translated into early morning hours in the Americas and late evening hours in Asia. As a consequence, meetings were consistently interfering with day job responsibilities for European colleagues and creating long days for American and Asian colleagues. This may have reduced the focus of virtual conversations. In addition, the duration of a virtual meeting was limited to 90–120 minutes, which required either greater efficiency to accomplish an agenda or a subsequent meeting. In some situations, this resulted in less discussion and more sharing of information.”
Ralph J. Altiere, chair, FIP Education, and director, FIP-UNESCO UNITWIN programme

“The drawbacks I will describe are not news to anyone but serve to emphasise the importance of these downsides as they are coming from an introvert who normally relishes the solitude of working in private. Downsides relative to FIPEd include loss of socialisation, informal conversations and networking that engender new ideas, creative ways of approaching challenges and new collaborations and partnerships. A further downside is the loss of socialising and getting to know colleagues outside of their work environment, which, when practised well, lead to better teamwork and engagement.”

Has this been detrimental to FIPEd? Not from a productivity point of view; not from a “getting the tasks done” perspective. But some aspects have been detrimental in not being able to connect with external partners as we have in the past, thereby losing some level of connectivity with them and loss of opportunities for strategic thinking, creativity and innovativeness that is better accomplished in person than virtually in my experience.

Overwork — increased productivity leads to days that never seem to end and little downtime raising the question of how sustainable this path is going forward. Tasks get done, work gets done but we are all becoming two-dimensional characters on a screen which is a bit dehumanising, as opposed to in-person events where we are truly three-dimensional people physically, mentally and emotionally. We often leave in-person conferences with renewed energy, enthusiasm, ideas and perhaps new collaborations more so than from virtual events.”

Louisa Sullivan, president 2022, FIP Young Pharmacists Group

“One of the main challenges that the Young Pharmacists Group (YPG) has faced is that everyone is quite overwhelmed with the pandemic, and it is more difficult than usual for members of both YPG and FIP to have extra time to devote to leadership activities when they are busy managing the impacts of the pandemic on their personal lives. We have come up with the idea of using the theme of “connection” in 2022 to support and connect with our YPG members during this challenging time.”

Paul Sinclair, chair, Board of Pharmaceutical Practice

“Certainly, reinstate face-to-face meetings but continue Zoom meetings to allow for more regular interface with Board of Pharmaceutical Practice members. FIP now has a very strong digital presence and this should be further strengthened to deliver value to members and regional forums.”

Giovanni M. Pauletti, scientific secretary, Board of Pharmaceutical Sciences

“The virtual platform for connecting with stakeholders will remain an essential tool for small group discussions among leadership teams but it will be less useful for large group strategic discussions. To circumvent the limitations of different global time zones, video conferencing seems a highly effective communication tool for regional interactions. FIP should facilitate those interactions among different stakeholders to further One FIP synergies. This may require greater flexibility in scheduling and supporting of meetings outside normal European work hours.”
**Ralph J. Altiere, chair, FIP Education, and director, FIP-UNESCO UNITWIN programme**

“For FIPEd, many of the ways of working during the pandemic should be maintained because they have proven useful, productive and valuable — regular virtual meetings of the various FIPEd units, virtual workshops, virtual webinars, and others all have proven valuable but we need to supplement these virtual events with in-person activities. We need to meet in person to reconnect and foster creative thinking. We need socialising to become friends again and not just co-volunteer workers, especially for newcomers. These in-person meetings can be connected with FIP regional conferences, the annual World Congress, perhaps an FIPEd meeting in The Hague as we do for the Board of Pharmaceutical Practice and the Board of Pharmaceutical Sciences (BPS), or perhaps Pharmaceutical Education World Congresses similar to BPS World Congresses or some iteration of that idea. While a virtual strategy meeting is possible, I do not think we have mastered that type of meeting. In-person annual strategy meetings have proved most helpful for FIPEd and I endorse continuing such strategy meetings every year if not prevented by this or another pandemic or some other disruption.”

**Louisa Sullivan, president 2022, FIP Young Pharmacists Group**

“The Young Pharmacists Group will continue to offer many virtual events throughout the year, and I believe it would benefit members to have access to many FIP digital events throughout the year moving forward.”

**Paul Sinclair, chair, Board of Pharmaceutical Practice**

“Board of Pharmaceutical Practice face-to-face meetings are essential to promote a strong working relationship between its members, but with widespread acceptance of Zoom style meetings in every workplace, FIP should use these to increase contact and participation to further drive the ONE FIP philosophy in everything we do. FIP has increased outputs significantly over the COVID-19 pandemic and we must continue to deliver for our member organisations, particularly via digital engagements to reinforce and build the value proposition that is FIP membership.”

**Giovanni M. Pauletti, scientific secretary, Board of Pharmaceutical Sciences**

“Engagement of experts from different FIP structures should be considered at the conception of a project idea rather than during its implementation. “Co-creation” of One FIP projects seems limited to members of FIP headquarters staff, who may have limited understanding of pertinent scientific, practice or educational elements. FIP has a large number of highly qualified fellows who are not efficiently engaged. Boards and FIP Education could (re)connect with our FIP fellows in a project-specific manner.”
**Louisa Sullivan, president 2022, FIP Young Pharmacists Group**

“The Young Pharmacists Group is pivoting from lecture-style digital events to digital networking events in 2022 to allow us to connect more meaningfully with our members. We are also inviting members and leaders from FIP sections and special interest groups to join us for these networking events to support the ONE FIP agenda. Beyond this, I think continuing to listen to the feedback and needs of FIP members in the different regions is a wonderful approach that FIP has already taken on beautifully.”

**Ralph J. Altiere, chair, FIP Education, and director, FIP-UNESCO UNITWIN programme**

“We have promoted integration of education, practice and science across FIP Boards and FIP Ed as part of the annual World Congress by prioritising multidisciplinary programming sessions. This approach is helpful for incentivising units to work with each other as opposed to working in silos but occur only once per year.”

“We also have made headway on the ONE FIP construct of advancing education, practice and science together in the past two years during the pandemic with multidisciplinary projects and programmes that were opportunistic and purposeful. The Board of Pharmaceutical Practice (BPP) has embarked on a ONE FIP project involving the BPP, the Board of Pharmaceutical Sciences (BPS) and FIPEd; FIPEd involved the Academic Institutional Membership (AIM) in taking a leadership role in UNITWIN regional workshops. We should continue these efforts across FIP and build on these endeavours. The key concept here is to embed additional approaches into FIPEd and FIP routine activities to help promote ONE FIP in our daily work without interfering too much in the work plans of individual units.”

“First, we need a common embedded platform for communication and sharing. We have talked about such a platform and have used one sporadically. We now need more focused effort to identify and use widely a common platform for communication, sharing of ideas, plans, work products and any other connectivity needs to bring units together and seed interdisciplinary areas of work and programmes across education, practice and science.”

“Second, we need embedded cross-fertilisation. An additional approach is to promote more open meetings among FIP units, e.g., within FIPEd, the Academic Pharmacy Section ExCo, the AIM Advisory Committee, UNITWIN, and the FIP Workforce Development Hub. BPP and BPS board meetings, as well as Young Pharmacist Group and International Pharmaceutical Students Federation leadership meetings, should be open to a representative from each FIPExCo unit to attend as an observer and who can report back to their home unit with ideas for partnerships, projects, programmes, and so forth. No one really desires attending more meetings but representatives can be spread across several individuals in each unit so no one person is overburdened. Such open meetings combined with unit disciplinary work, a common platform, multidisciplinary large projects like the BPP’s and prioritisation at World Congresses and regional conferences act to embed cross-fertilisation into our normal routines within FIP and serves to further the achievement of ONE FIP goals and objectives to advance education, practice and science together.”

“Third, we need to promote better connection with member and observer organisations across FIP. As an example, we have done so in FIPEd by inviting member organisations to in-person and virtual conferences and events, such as the UNITWIN virtual regional workshops and Global Summit building on our past inclusion of membership organisations in annual UNITWIN meetings.”
Part 6: FIP’s World Pharmacists Day campaign 2021: Providing the opportunity for all to engage and advocate for pharmacy

By Lin-Nam Wang, FIP head of corporate communications & advocacy

In 2009, the FIP Council unanimously accepted a proposal by its member organisation, the Turkish Pharmacists Association, to celebrate a World Pharmacists Day (WPD) annually, on 25 September — the date that FIP was founded in 1912.

The purpose of WPD is to encourage activities that promote and advocate the role of the pharmacist in improving health in every corner of the world. Each year welcomes a new theme approved by the FIP Council and developed to showcase pharmacists and their positive effect on health. Since 2010, WPD has been directed by FIP and observed through the activities of its member organisations, individual members and others. These activities range from small scale events and celebrations to widespread, national campaign work.

Growth since 2010

Since the first WPD celebration in 2010, FIP has developed and provided campaign materials for organisations and individuals to use as they wish. Initial campaign materials consisted of the official WPD logo, web and print banners and a FIP president video message, supported by press releases and interviews to ensure media coverage. Each year, FIP has expanded its range of materials and participation in the campaign has grown.

In 2016, individuals were encouraged to promote WPD through a FIP WPD Twibbon and materials were provided in the six official United Nations languages. In 2017 and 2018, materials included shareable animations promoting the relevance of the campaign theme for different sections of the profession: practitioners, scientists and educators. In 2019, FIP developed a WPD app so that individuals could record their own WPD messages for sharing. Some organisations choose to develop their own campaign materials and some choose to use WPD to highlight their own theme or messages, depending on their local needs.

Individuals and groups are invited to send information and images of their WPD events to FIP. Examples of events include seminars, walks, flashmobs, and pop-up clinics to measure blood pressure and screen for diabetes, blood donations, mass dewormings. FIP shares these events through its newsletters and other publications, including social media, to inspire others. Each year it posts images in a WPD album on Facebook. From 2010 to 2020, marking of WPD has been recorded as taking place in 60 countries.

World Pharmacists Day album 2015

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1 Deworming involves giving anthelmintic tablets to large numbers of people at one event
Strategy for WPD 2021

For 2021, at a time when face-to-face events, including FIP’s World Congress of Pharmacy and Pharmaceutical Sciences, were limited due to the COVID-19 pandemic, and at a time when demonstration of global solidarity among the pharmacy profession was more important than ever, FIP developed a fresh approach to WPD. The main aims were to:

- Communicate the campaign theme (“Pharmacy: Always trusted for your health”) and information widely;
- Encourage more people to speak up for the profession and spread the campaign messages;
- Inspire unity and generate big show of solidarity;
- Increase FIP’s visibility as the international organisation bringing the pharmacy profession together and as the global leader of the profession;
- Engage colleagues from all over the world as widely as possible and make new contacts (potential new members); and
- Demonstrate the power of the FIP network, convey the feeling of belonging (to the FIP global pharmacy family) and reinforce that, through FIP, we are all connected.

Two campaign concepts were developed with these aims in mind: “FIP #WPD2021 Champions” and the “FIP 193 in 93 Challenge”. These concepts were designed to be simple to understand, easy for people to participate in the campaign, and open and welcoming to all.

FIP #WPD2021 Champions

A graphic bearing the campaign message was designed and formatted in a way that individuals could easily insert their picture, name, role and organisation, becoming a “#WPD2021 champion” by using it on their own social media to showing their support for WPD. People were also invited to send their graphic to FIP to be added to a “Champions Wall” created on Facebook. The graphic was made available initially in the six official UN languages and people were invited to provide further translations.

FIP 193 in 93 Challenge

Ninety-three days before World Pharmacists Day, FIP launched a global challenge to have champions in all 193 countries that are members of the United Nations and beyond.
Building momentum
An important part of the campaign strategy was phased release of the concepts and their implementation, with increasing frequency of communications over time, in order to build momentum as well as to give organisations time to prepare.

- Phase 1 release (25 March): Official announcement of the 2021 theme and launch of part 1 campaign materials on an FIP WPD devoted webpage (e.g., factsheet explaining the theme, official logo, banners and Twibbons).
- Phase 2 release (25 June): Launch of 193 in 93 Challenge, including a webpage dedicated to the challenge.
- From 14 June onwards, FIP communicated the campaign across its social media accounts daily, keeping people updated on progress, keeping the campaign in people’s minds, and encouraging participation.

- Phase 3 release (1 September): Release of part 2 campaign materials, including social media cards, GIFs and a Zoom background.

Results summary
- The champions graphics were made available in 26 languages. The factsheet was produced in Spanish and Romanian on request from organisations.
- Around 1,400 people wanted to be champions, with requests still arriving after 25 September. All champion graphics received by 09.00 CEST on 25 September were posted on our champions’ wall: 1,243 in total.
• Joining frontline pharmacists from all sectors as champions were leaders of national organisations, pharmacists at ministries of health, high-ranking academics, pharmacy regulators and other healthcare professionals.
• Participating members included individuals and FIP member organisations. Some organisations’ entire board/executive became champions, showing their solidarity.

• People told us that they loved the campaign:

  “Thank you for always coming up with unique ideas.” — Pakistan

  “This is a brilliant initiative taken by FIP and I applaud your hard work and creativity.” — Malaysia

  “Very proud to be part of it.” — Kiribati

  “I’d like to be part of this stunning initiative and represent Iraq on your Champions Wall.” — Iraq

  “Very impressive. Well done to you and the team to have put all of this together.” — Australia

• The final number of countries represented was 195 — 190 of 193 countries on the United Nations list plus five other recognised or partially recognised states and territories. This is FIP’s farthest ever reaching campaign and is 27% more than the number of countries FIP has had presence in through its membership in the past five years. (The highest presence in the past five years is 153 countries.)
• Officially, there are 195 countries in the world (193 UN members, plus the Holy See and Palestine) and WPD 2021 was marked in 98% of these.
• FIP was invited to provide several media interviews about WPD. Between 23 and 28 September, WPD 2021 generated over 230 “media hits” mentioning FIP (coverage in English, French, Spanish and German), with an estimated potential reach of 481 million people. But we know many more were reached. For example, the message of trust in pharmacy carried over seven television channels in Yemen (Arabic) and in national newspapers in India (Hindu).
FIP’s campaign materials were used in many countries and adapted for use in many ways:

- On pharmacy counters
- On white coats
- On dispensed medicine bags

Northern Trust social media, UK

Aga Khan Hospital, Tanzania

Kalinga Institute of Industrial Technology Hospital, India

Pharmaceutical society outreach to children, Cameroon

On Zoom

The FIP president’s WPD message, featuring champions from all the countries, was watched by more than 21,000 people.

Thousands posted and engaged with WPD activities and messages (#WPD2021/ #World Pharmacists Day) on social media, and pharmacists were not the only ones to mark the occasion, with the hashtag
#thankyoupharmacists circulating on social media accounts from the public, governments, health authorities, regulators, hospitals and public health organisations.

- We have over 500 new contacts to engage further towards membership and becoming a full part of the FIP global pharmacy family.

Reflections on future WPD campaigns — next steps
The 2021 campaign demonstrated the wide reach of FIP. With the contacts gained in 2021, FIP is well set up for the 2022 campaign, and will work further on securing support from the four missing countries — the Holy See, Kazakhstan, the Democratic People’s Republic of Korea (North Korea) and Turkmenistan. Now that WPD has become well known and participation is wide enough, we will strengthen FIP branding in the campaign to increase our federation’s visibility as its leader. We will be using these contacts for our recruitment campaign for 2022. Work on the new campaign began in January 2022 and the theme will be officially announced in March 2022, when we aim to grow the campaign and voice of pharmacy — speaking for our members — even further.
Part 7: Future outlook and prospects to strengthen member engagement and support — 2022 and beyond

Regional engagement plan with member and observer organisations

As a result of the pandemic-driven digital transformation, FIP has been able to meet member needs, transform member experiences, and leverage on new opportunities. To meet challenges in a changing world, meaningful conversations are required to respond with a plan that is relevant and valuable to members. Among FIP’s efforts, member engagement stands out. FIP will keep its ears to the ground and be aware of different members’ views. It is critical to stay agile, focused and responsive to member needs through open, honest, transparent and regular two-way communication, planning with and for members with our mission of enabling advancements in pharmaceutical practice, sciences and education in mind. Figure 15 summarises other important components.

Figure 15: Member engagement: key areas and components.
Figure 16 provides data on members’ needs, priorities and requests informs the FIP member-centric engagement strategy for 2022. FIP uses input from its members to guide the strategy and adapt it accordingly to implement the plan to advance pharmacy worldwide. The voices of its members are summarised in Part 2, and this section outlines how FIP is planning to address those needs and requirements.

Five areas summarise FIP members’ most pressing needs, which will be the focus areas of the 2022 engagement strategy. They are: national and member priorities; regional relevance; sharing best practices and achievements; assessment of needs and progress monitoring; and resource and knowledge sharing. How FIP intends to facilitate these areas is outlined below.

Figure 16: FIP’s member-centric engagement strategy: From 2021 to 2022.
Diverse engagement initiatives to enhance collaboration

As shown in Table 1, FIP plans to engage member and observer organisations at various levels, including but not limited to regional digital events, engagement meetings, FIP-MO high-level meetings, shared priorities meetings and member-led meetings.

<table>
<thead>
<tr>
<th>Regional engagement activity</th>
<th>FIP regional digital events</th>
<th>FIP regional engagement meetings</th>
<th>FIP shared priorities meetings</th>
<th>FIP-member organisation high level meetings</th>
<th>Member-led meetings</th>
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<tr>
<td>A series of online events and webinars focusing on specific WHO regions.</td>
<td>Regional specific meetings that aim to: (i) provide high-level updates on relevant FIP activities; and (ii) discuss regional specific topics highlighting success stories, sharing experiences and, achievements aligned with relevant themes.</td>
<td>The purpose of these meetings is to connect specific member organisations (from different regions) that share similar priorities (such as language, cultural context, or development needs).</td>
<td>One-to-one meeting with each member organisation to strengthen our collaboration, to plan specific actions and to coordinate joint attention to specific needs.</td>
<td>FIP will enable certain types of meetings to be planned, coordinated and organised by member organisations.</td>
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Table 1: Regional engagement activities 2022.

Data analysis and evidence generation using the regional engagement strategy

In order for FIP to demonstrate delivery based on our commitment to the Astana declaration in 2018, FIP plans to host a health ministers’ summit in 2023. Here we plan to demonstrate evidence of impact and change across all six regions in the priority areas we identified for primary health care: prevention, safety and non-communicable diseases.

FIP and members need to work together so we provide a global summary, but we support each member with the evidence of impact in their nation for their health minister. We will structure meetings in such a way that will collect and collate needed data from members (e.g., best practices, case studies, suggested methods and solutions), analyse, publish and align those data to plans for the health ministers’ summit in 2023, which will also benefit members directly.

Moreover, FIP will integrate evidence gathering and data analysis across all engagement activities to provide members with useful tools, abstracts and shared experiences.

Supporting external advocacy

During 2022, data collected and analysed from all engagement activities will inform FIP plans and submissions for external advocacy at the health ministers’ summit and with WHO, UN and all appropriate partners globally, regionally and nationally.

Focused discussions with members

FIP plans to host focused discussions on relevant topics that go part way to achieve the identified priority development goals and facilitate the exchange of experiences among members from different nations. FIP will further engage participants during regional meetings to discuss specific topics as needed. Additionally, FIP will gather together members with shared priorities to share similar interests, similar language or similar challenges and solutions.

FIP members as active contributors in the engagement agenda

FIP will deliver member-led meetings, where members organise meetings (with the support of FIP) but also where members present data and resources related to specific themes, share experiences and benefits, and demonstrate the impact of the pharmacy profession. Additionally, members will be asked to provide specific items to include in the agenda of selected meetings.
Regional engagement plan with non-members — 2022
Besides retaining existing members, FIP will seek to recruit new members by engaging with non-members across the globe.

Figure 16 shows how many FIP member countries and non-member countries are in each region. The number of countries included in each region is based on WHO member countries.

![Figure 16: FIP member and non-member countries 2021.](image-url)
Appendices

Appendix 1 — Summary of participation of member and observer organisations in some 2021 engagement activities.

<table>
<thead>
<tr>
<th>Engagement initiatives 2021</th>
<th>Member or observer organisation</th>
<th>Regional engagement meeting (April)</th>
<th>Regional engagement meeting (July/Sep)</th>
<th>Regional engagement meeting (November)</th>
<th>FIP-member organisation high-level meetings</th>
<th>Multinational Education and Training Needs Assessment project (METNA)</th>
<th>Survey on CPD priorities</th>
<th>FIP-UNITWIN regional workshops</th>
<th>Tailored interviews</th>
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<td>Africa</td>
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## Engagement initiatives 2021

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- Community Pharmacy Owner Syndicate
- Egyptian Foundation of Clinical Pharmacy
- Egyptian Pharmacists Syndicate
- Iranian Association of Pharmaceutical Scientists
- Jordan Pharmacists Association
- Kuwait Pharmaceutical Association
- Lebanese Order of Pharmacists
- Pakistan Pharmacists Association
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### Engagement initiatives 2021

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## Appendix 2 — Examples of priority areas for continuing professional development from different members

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<th>Country</th>
<th>Name of organisation</th>
<th>Type of organisation</th>
<th>Examples of CPD programmes/initiatives/activities</th>
<th>Priority areas for CPD</th>
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|                 | African Pharmaceutical Forum                               | Professional body; non-governmental body      | • Access to quality medicines, devices & services  
• Establishment of the African Association of Faculties of Pharmacy  
• Fight against substandard and falsified drugs in the region  
• Improve and encourage communication and cooperation within the region, between member associations, and especially overcoming language barriers  
• Vaccination training in Africa  | • Vaccination training  
• Access to medicines  
• Fight against substandard and falsified drugs                                                                 |
|                 | Pharmacy Society of Ghana                                  | Professional body                             | • Advocacy support for pharmacy practice and education  
• Public education on responsible use of medicines  
• Continuing professional development                                                                 | • Vaccination training  
• Advocacy support  
• Digital health                                                                                  |
|                 | Pharmaceutical Society of Kenya                            | Professional body                             | • Training on the provision of advanced family planning methods  
• Immunisation and vaccines management training                                                                 | • Vaccination training  
• Family planning training  
• Pharmacist role in self-care                                                                                                   |
|                 | Association of Community Pharmacists of Nigeria            | Professional body                             | • Annual conference  
• Continuing professional development  
• Campaign: World Drug Abuse Day  | • Vaccination training  
• Advocacy support  
• Sustainability support                                                                                                           |
|                 | Pharmaceutical Society of Nigeria                           | Professional body                             | • Support of research by hospital pharmacists  
• Tuberculosis management  
• Information on medicines and breastfeeding to the public  
• Diabetes management                                                                 | • Advocacy support  
• Research and innovation  
• Supply chain management                                                                                                               |
|                 | Pharmacy Society of South Africa                           | Professional body                             | • Webinars  
• Surveys  
• Mentoring programme                                                                 | • Leadership development  
• Working with others  
• Improve the public image of pharmacy                                                                                                 |
|                 | Pharmaceutical Society of Zimbabwe                         | Professional body                             | • Professional service                                                                                       | Information was not provided                                                                                                     |

**The Americas**
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| Canada  | Canadian Pharmacists Association | Professional body; non-governmental body | • Advocacy support  
• Education programmes  
• Drug & therapeutics information  
• Practice advancement support  
• Canadian Pharmacists Journal | • COVID-19 (immunisations, vaccine hesitancy, safety)  
• Chronic diseases  
• Opioid stewardship |
| Costa Rica | College of Pharmacists of Costa Rica | Professional body | • Projects on practice and education development  
• Guides on implementation of pharmaceutical practice  
• Continuing professional education  
• Promotion of excellence in undergraduate and postgraduate academic training in pharmacy  
• Public health education | • National pharmaceutical observatory  
• Programmes around people-centred care  
• Undergraduate training programmes, CPD and recertifications |
| Pharmaceutical Forum of the Americas | Pharmaceutical Forum of the Americas | Non-governmental body | • Technical working group in priority areas  
• Projects on practice and education development  
• Technical document on pharmaceutical services in immunisation  
• Certified training in pharmaceutical immunisation services  
• Training in project formulation and execution | • Antimicrobial resistance and rational use of antibiotics  
• Self-care, self-medication and patient safety  
• Pharmaceutical professional services in immunisation |
| Ecuador | Colegio de Químicos, Bioquímicos y Farmacéuticos de Pichincha | Professional body | • Course on validation of IT systems  
• Webinar on the role of the health agency and its contribution to the development of the country | • Regulatory support  
• Pharmaceutical care  
• Participation in global and regional forums to support the role of pharmacists |
| USA | American Society of Health System Pharmacists | Education and Training entity (commercial or private); Professional body; Accrediting body | • Professional certificate programmes  
• Publications  
• Professional meetings  
• Practice advancement initiative 2030 | • Practice advancement  
• CPD  
• Advocacy support |
| USA | National Association of Boards of Pharmacy | Accrediting body; non-governmental body | • Licensure exams  
• Accreditation | • Policy and legislative changes to expand pharmacists’ scope of practice and to assist in combating the national opioid epidemic  
• Legislative changes to prevent and limit rogue internet pharmacies |
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| Jordan  | Jordan Pharmacists Association | Professional body | • Vaccination training  
• Workforce development experience  
• Continuous pharmacy development | Information was not provided |
| Yemen   | Community Pharmacy Owner Syndicate | Education and training entity (commercial or private); Governmental body; Professional body | • Drug interchangeability & substitution  
• Patient interviews  
• National patient rights  
• Planning & strategy  
• Continuing professional education | • Vaccination training  
• Professional postgraduate training  
• Digital health |
| Belgium | Association of Pharmacists Belgium | Professional body | Information was not provided | • Pharmaceutical care  
• Pharmacy as a health hub  
• Pharmacist prevention roles |
| Europe  | European Association of Hospital Pharmacists | Non-governmental body; Regional organisation | • Annual conference  
• Annual congress  
• Academy seminar  
• Synergy masterclasses  
• Synergy certification courses | • Trained and adequate workforce, including advanced practice and specialisation  
• Digital health  
• Patient safety |
| Bulgaria| Bulgarian Pharmaceutical Union | Education and training entity (commercial or private); Professional body; Regulatory body; Accrediting body | • E-learning modules on various topics | • Digital health  
• Expanding the scope of pharmacists’ interventions  
• CPD |
| Croatia | Croatian Pharmaceutical Society | Professional body | Information was not provided | Information was not provided |
| Denmark | Pharmadanmark | Union | Information was not provided | • Workforce development  
• Work-life balance  
• Patient care services |
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| Finland   | Finnish Pharmacists' Society                              | Education and training entity (commercial or private)      | • Mentoring programme  
• Economics of pharmacy ownership — a three-day seminar  
• Annual congress  
• Publication every 4 months                                                                 | Information was not provided                                                             |
| Germany   | ABDA — Federal Union of German Associations of Pharmacists | Professional body                                          | Information was not provided                                                                                     | • Digital health  
• Health workers union  
• Securing the status of medicines as a "product of a special kind"                  |
| Iceland   | The Pharmaceutical Society of Iceland                     | Professional body; Union for pharmacists                   | Information was not provided                                                                                   | Information was not provided                                                             |
| Netherlands | Royal Dutch Pharmacists Association                       | Professional body                                          | • Professional guidelines for community pharmacy  
• Specialist training community pharmacist  
• Products: national database medicine G-Standaard  
• Products: medicine information (reference work, helpdesk, etc.)                         | • Recognition of pharmacists' roles  
• Interprofessional collaboration  
• Remuneration support                                                                    |
| Norway    | Norwegian Pharmacy Association                            | Non-governmental body                                      | • Inhalation technique  
• New medicine service  
• Flu vaccination  
• COVID-19 vaccination                                                                    | • Expanding the role of pharmacists  
• Expanding services  
• IT support for communication across health sectors                                      |
| Poland    | Polish Pharmaceutical Society                             | Non-governmental body; Science development                 | • Advocacy and support for pharmacists in science and practice                                                  | • Helping pharmacists in their professional work  
• Cooperation in the organisation of health care and solving its problems  
• Provision of care for monuments and objects related to the history of pharmacy         |
| Portugal  | Portuguese Pharmaceutical Society                         | Regulatory body                                            | • Vaccination training  
• Recognition of specialisations and competencies  
• Accreditation of training activities  
• Medicines information  
• Clinical training                                                                      | • Certification and recognition of pharmaceutical competencies  
• Expanding the scope of pharmacists’ interventions  
• Hospital pharmacy professional career                                                   |
<table>
<thead>
<tr>
<th>Country</th>
<th>Name of organisation</th>
<th>Type of organisation</th>
<th>Examples of CPD programmes/initiatives/activities</th>
<th>Priority areas for CPD</th>
</tr>
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</table>
| Sweden       | Swedish Pharmacist Association                                                          | Professional body             | Information was not provided                                                                                   | • Improve patient safety  
• Interprofessional collaboration  
• Remuneration support                                                             |
| UK           | Academy of Pharmaceutical Sciences                                                      | Professional body; Accreditng body | • Workshops  
• Industrial insights (introduction to careers in the industry)  
• Regulatory insights (introduction to the regulation of new medicines)  
• Biopharm basics (Introduction to biopharmaceutical principles)  
• Member support with digital events  
• Member support with focus groups aligned with current scientific areas  
• Academic institution accreditation |                                                                                        |
| South East Asia | Association of hospital pharmacists in Indonesia — one of the Indonesian Pharmacists Association special interest groups | Professional body | • Clinical pharmacy development  
• Experience in preparing specialised medicines | • Competency framework for hospital pharmacists for early career and for advanced and specialist practice  
• Collate, share and utilise data/information related to service provision and development |
| Western Pacific |                                                                                         |                               |                                                                                                                |                                                                                        |
| Australia    | Pharmaceutical Society of Australia                                                      | Professional body             | • Intern training programme  
• Continuing professional education  
• Conferences  
• Australian pharmaceutical handbook and formulary  
• PSA member insurance | • Medicines safety  
• Collaborative prescribing                                                          |
| Australia    | Australian Pharmaceutical Science Association                                           | Professional body             | • Annual conference  
• Research pilot grant scheme  
• Travel grants | • Pharmacist prescribing                                                              |
| Japan        | Japan Pharmaceutical Association                                                       | Professional body             | • Interprofessional collaboration training  
• Research governance training  
• Seminars  
• Training in medical devices  
• Specialist training in family pharmacist | • Self-medication  
• Non-communicable diseases such as diabetes and cancer support  
• Interprofessional collaboration                                                   |
<p>| Korea        | Pharmaceutical Society of Korea                                                         | Academic Society              | • Continuing professional development | Information was not provided                                                            |</p>
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<tr>
<th>Country</th>
<th>Name of organisation</th>
<th>Type of organisation</th>
<th>Examples of CPD programmes/initiatives/activities</th>
<th>Priority areas for CPD</th>
</tr>
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</table>
| Mongolia  | Association of Mongolian Pharmacy Professionals               | Professional body; non-governmental body                                             | • To support the implementation of national medicines policy  
• Promote rational use of medicines  
• To support health literacy                                                                                          | Information was not provided                                |
| Mongolia  | Mongolian Association of United Pharmaceutical organisations | Non-governmental body                                                                | • Continuing professional development  
• Risk assessment programme for COVID-19                                                                                     | • Substandard and falsified medicines training  
• Advocacy support  
• Digital health                                                                                                             |
| Philippines | Philippine Pharmacists Association                        | Professional body                                                                     | • Immunising pharmacists certification programme  
• Training in hypertension management  
• Training in asthma education  
• Smoking cessation training programme  
• Pharmacy support workforce development programme                                                                       | • Vaccination training  
• CPD on NCDs  
• Digital health                                                                                                             |
Appendix 3 — Prioritisation responses by members for vaccination training, substandard and falsified medicines training, non-communicable diseases such as diabetes and cancer support, advocacy support and digital health

<table>
<thead>
<tr>
<th>Country</th>
<th>Name of organisation</th>
<th>Vaccination training</th>
<th>Substandard and falsified medicines training</th>
<th>Non-communicable diseases such as diabetes and cancer support</th>
<th>Advocacy Support</th>
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<td>Digital Health</td>
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**South East Asia**

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**Western Pacific**

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<th>Non-communicable diseases such as diabetes and cancer support</th>
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