

*STUDENTS TODAY,  
PHARMACISTS TOMORROW..*

INTERNATIONAL PHARMACEUTICAL STUDENTS' FEDERATION

# STRATEGIC PLAN 2023 - 2026



International  
Pharmaceutical  
Students' Federation

## **IPSF Strategic Plan 2023-2026**

*Students Today, Pharmacists Tomorrow*

The IPSF Strategic Plan is in place to set the overall goals and objectives for the Federation to fulfil its mission. It serves as the plan for the development of the Federation through the upcoming three years.

The IPSF Strategic Plan for the mandates 2023-2026 is derived from the Mission, Values, Aims, and Objectives of IPSF as defined in the IPSF Constitution; and was built after running a wide survey that gathered inputs from all IPSF members, CPs, IPSF Team members, Executive Committee members, Advisory Board members, Alumnus, and HLMS to assess the needs, gaps, and the way forward for the Federation.

### **IPSF Mission**

The mission of the Federation is to improve public health by advancing pharmacy practice and pharmaceutical science, responding to global challenges in health, health education, and workforce strategy, and serving as the global, collective voice of students and recent graduates in pharmacy and pharmaceutical sciences.

### **IPSF Values**

The values of the Federation include respect for human dignity, cultural diversity and individualism, team spirit, encouraging individual initiative, and the delivery of quality-driven outcomes.

### **IPSF Aims**

The Federation aims to equip members for professional life in local and international settings, increase member involvement in global health, and strengthen the inter-professional commitment to healthcare.

### **IPSF Objectives**

The specific objectives of the Federation are to provide opportunities for professional development, education, and international exchange; disseminate scientific and professional knowledge; advocate for improvements to pharmaceutical education strategies; encourage the formation and development of national pharmaceutical student organisations without trespassing on their domains; provide a platform for member organisations to exchange knowledge, experience, and ideas; strengthen the international dialogue and cooperation of the Federation with student, professional, governmental, and non-governmental organisations; and advocate for improvements to health systems.

## HOW TO READ THIS DOCUMENT

The IPSF strategic plan 2023-2026 is divided into four main Pillars, each Pillar covering several Overarching goals that are divided into objectives with specific indicators.

<b>PILLAR 0</b>	Strengthening internal governance and quality improvement processes.
<b>PILLAR 1</b>	Accelerating the academic, professional, and socio-cultural development of pharmacy and pharmaceutical sciences students and recent graduates.
<b>PILLAR 2</b>	Advocating for the rights, practice, and opportunities for pharmacy and the pharmaceutical sciences.
<b>PILLAR 3</b>	Enhancing increased cooperation with multidisciplinary teams and patients to improve public health.

Some Goals address more than one Pillar, as follows:

<b>IPSF STRATEGIC PLAN 2023-26</b>			<b>PILLAR</b>
	GOAL 1	Enhancing Internal Efficiency, Organisational Sustainability, Transparent Governance and Accountability.	0,1,3
	GOAL 2	Improving financial sustainability and Strategic Resource Allocation.	0
	GOAL 3	Serve as a platform for empowerment and capacity building of the IPSF member organisations and promote member engagement and inclusivity.	1,2
	GOAL 4	Provide students opportunities for professional development, improved education, knowledge, and international exchange.	1,2
	GOAL 5	Improve visibility of the Federation and strengthen the external portfolio through Identifying and cultivating strategic partnerships through joint initiatives that amplify the impact of advocacy efforts.	2,3
	GOAL 6	Advocate for curriculum enhancement, Professional Development, Public Health promotion and health systems strengthening.	1,2,3

**Goal 1** - Enhancing Internal Efficiency, Organisational Sustainability, Transparent Governance and Accountability.

**Objective 1.1** - *Streamline procedures, optimise resource management and foster a healthy environment within the IPSF team.*

**KPIs:**

1.1.1 Organise at least one general IPSF team meeting chaired by the IPSF President to improve team spirit, increase motivation, and share portfolio's comments and suggestions.

1.1.2 Hold at least one (1) inter-regional meeting between Chairpersons of the Regional Offices to discuss specific mutual projects and to share best practices.

1.1.3 Create IPSF global calendar to set clear timelines and templates to streamline the yearly recurrent work of the federation, namely General Assembly preparation, policy sessions, grants release.

**Objective 1.2** - *Develop a comprehensive internal capacity building program for the IPSF Team.*

**KPIs:**

1.2.1 Ensure that the IPSF team are well-informed and trained on their tasks, responsibilities and the Federation's working procedures through providing at least one (1) basic and one (1) advanced IPSF team training is organised and led by the Training Committee every year.

1.2.2 Administer pre- and post-training assessments to gauge the improvement in skills and knowledge among team members. Aim for an average increase of at least 20% in assessed competencies.

1.2.3 Maintain Monitoring and Evaluation of team performance through Quarterly Reports. Provide a summary document of the Quarterly Reports to contact persons at most a month after the deadline for submissions of IPSF Team Quarterly Reports.

1.2.4 Maintain at least one (1) quarterly online or in-person portfolios' meetings led by the chairperson of the respective portfolio or anyone from the portfolio appointed by them when feasible and deemed necessary.

**Objective 1.3** - *Improve the IPSF Internal management procedures, including archiving and the decision-making processes during the General and Regional Assemblies.*

**KPIs**

1.3.1 Generate clear guidelines for IPSF legal procedures including: registration at the chamber of commerce and the bank.

1.3.2 Create well established and organised electronic archive that can be also accessible by IPSF members through existing platforms (e.g. Website)

1.3.3 Create general and regional assemblies' manuals and materials to prepare and empower Official Delegates for meaningful engagement during the assembly and to improve the voting and decision-making process.

1.3.4 Embracing innovative technologies to streamline operations, communication, and data management to enhance collaboration, efficiency, and accessibility for members worldwide. Technology Integration shall be achieved using common tasks tracker throughout the federation and optimising decision making through online b-voting platforms.

1.3.5 Create standardised templates of working documents to be used by all IPSF teams and Regional Offices; Includes templates of minutes, reports, handovers, MUs etc.

1.3.6 Enforce handovers, with centralised processes and mandated written handovers to be stored in the IPSF archives.

## **Goal 2 - Improving financial sustainability and Strategic Resource Allocation.**

***Objective 2.1 - Maintain and diversify income sources to ensure growth and maintenance of the Federation.***

### ***KPIs***

2.1.1 Secure at least three sponsors per year through collaboration with sponsors and donors on a regional and global level to ensure financial sustainability of IPSF operations and projects.

2.1.2 Increase the number of quality grant applications submitted.

2.1.3 Increase the income Diversification Ratio with 20%, the Diversification Ratio = (Income from diversified sources / Total income) x 100.

***Objective 2.2 - Increase income that is eligible to cover operating expenses of the Federation on regional and global level.***

### ***KPIs***

2.2.1 Increase annual budget of Regional Offices without reducing the amounts allocated to other IPSF budget items.

**Objective 2.3** - *Ensure financial responsibility and transparency in all activities of the Federation.*

**KPIs**

2.3.1 Liaise with the professional accountant and ensure up-to-date annual accounts of the Federation.

2.3.2 Share the financial statement with IPSF Contact Persons within 6 months after the end of the financial year.

**Goal 3** - Serve as a platform for empowerment and capacity building of the IPSF member organisations and promote member engagement and inclusivity.

**Objective 3.1** - *Develop various user-based online platforms to improve dialogue among members organisations.*

**KPIs**

3.1.1 Optimise a sustainable Contact Persons' online forum to share activity reports and collect input for new ideas from member organisations.

3.1.2 Maintain a well-organised IPSF library with all relevant documentation for Contact Persons and the member organisation in general.

**Objective 3.2** - *Provide support to current member organisations and potential member organisations to ensure growth of membership and minimise inactivity among member organisations.*

**KPIs**

3.2.1 Support and assist prospective and applying member organisations to increase the number of member organisations to enhance global outreach and representation of the Federation.

3.2.2 Ensure proper follow up and assistance is provided to new member organisations and to inactive member organisations to avoid potential loss of membership.

3.2.3 Focus membership recruitment and promotion to those regions with less representation within IPSF to lead to an equitably represented Federation.

3.2.4 Support and assist in the development of new organisations aligned with the purpose and aims of the federation.

**Objective 3.3** - Enhance the participation of IPSF members in IPSF projects, activities, and events.

**KPIs**

3.3.1 Provide relevant training sessions for Contact Persons to engage in their duties effectively and efficiently, as well as develop the soft skills of the Contact Persons to improve their performance in the position.

3.3.2 Promote Alumni membership by engaging with current Alumni to pursue further projects such as mentoring, regular newsletters and Alumni packages at the IPSF Events.

3.3.3 Develop clear guidelines on how to apply to an IPSF opportunities and a clear mapping/listing of the regular opportunities offered.

**Objective 3.4** - Seek out and develop professional and personal development training and opportunities for members.

**KPIs**

3.4.1 Conduct IPSF Trainer Development Camps (TDCs) per mandate to enable all five Regions to have one TDC every three (3) years.

3.4.2 Conduct one Leaders-in-Training (LiT) in every region and at an international level per mandate.

3.4.3 Provide encouragement and support for local member organisations' delivery of local/national Leaders-in-Training (LiT).

3.4.4 Design a capacity building activity around pharmacy curriculum evaluation and development and host it within the following World Congress in parallel to LiT.

**Objective 3.5** - Create educational opportunities for IPSF trainers to continuously develop themselves and others.

**KPIs**

3.5.1 Develop an advanced training program for IPSF Trainers and TDC Graduates to allow them to continue improving their training skills.

3.5.2 Develop a robust peer mentorship program ensuring knowledge sharing and professional development among IPSF Trainers and TDC graduates.

3.5.3 Regularly update the Training Library to provide training materials on each training topic.

**Goal 4** - Provide students opportunities for professional development, improved education, knowledge, and international exchange.

**Objective 4.1** - *Provide diverse internship opportunities for members with clear learning objectives in the pharmacy practices and pharmaceutical sciences.*

**KPIs**

4.1.1 Implement evaluation and remediation of both partners and interns for all respective internship and Graduate Placement Programme opportunities.

4.1.2 Ensure the holding of a preparatory phase training prior to the beginning of internships to improve understanding of learning objectives and IPSF values.

4.1.3 Develop guidelines in collaboration with education and external committees to serve as a guide for identifying, approaching, and securing internship opportunities.

**Objective 4.2** - *Provide paid international pharmacy placements in pharmaceutical business, professional organisations and associations, industry, healthcare-related bodies, and research institutions to make them accessible to all IPSF recent graduates.*

**KPIs**

4.2.1 Continue to provide annual placements with the same partners to increase the number and quality of placements each year and generate outcomes reports to track progress.

4.2.2 Have at least one regional paid placement with clear learning objectives per mandate.

**Objective 4.3** - *Ensure the promotion and development of IPSF Professional Development (PD) events including but not limited to Patient Counselling Events (PCE), Clinical Skills Events (CSE), Compounding Events (CE), Industrial Skills Events (ISE), and Pharmacy Profession Awareness Campaigns (PPAC) at the local Member Organisation/National, Regional, and Global levels; as well as at IPSF events.*

**KPIs**

4.3.1 Encourage and provide support to increase the number of member organisations organising at least one professional development competition and one pharmacy profession advocacy campaign annually by a minimum of 5% per mandate.

4.3.2 Provide technical and financial support for the organising of PD activities by the local MO. Depending on the overall budget available, grants shall be released by the PD Chairperson for the benefit of MOs.

4.3.2.1 Conduct one hands-on and detailed Capacity Building workshop by Professional Development Committee on organising PD events at the local level.



4.3.2.2 Release a financial grant within the first half of the mandate to the IPSF member organisations to support the MOs.

4.3.2.3 Maintain an archive of available resources to conduct PD activities (e.g., cases and reports from the local, regional, and international teams).

4.3.3 Update the PCE, CSE, CE, ISE, and PPAC guidelines and toolkits once every 3 years and distribute it to member organisations.

4.3.4 Monitor local and regional PD events organised by member organisations and IPSF Regional Offices through possible and relevant means (e.g., Project Accreditation Form).

4.3.4 Involve IPSF Alumni network and partner organisations in professional development initiatives to enhance the quality and professionalism as well as to encourage participation.

4.3.5 Provide awards to deserving MOs to recognise their effort and ability to organise PD activities.

4.3.6 Organise a minimum of five (05) online global events per mandate and three (03) regional events per region per mandate.

4.4.7 Ensure that a minimum of three (3) different types of PD activities are organised as part of the World Congress and a minimum of two (2) in each Regional Symposium.

**Objective 4.4** - *Improve and standardise the quality of the Student Exchange Programme (SEP) in all participating IPSF member organisations.*

#### **KPIs**

4.4.1 Increase satisfaction for all MOs on SEP database to more than 75% by the end of the 3 years.

4.4.2 Increase successful placements in fields other than community pharmacy and research by 10%.

4.4.3 Encourage MOs to hold Public Health Campaigns or/and Professional Development events at least once during each SEP cycle.

4.4.4 Minimum of one training session is provided for Student Exchange Committee (SEC), Student Exchange Officers (SEOs) and exchange students every year.

4.4.5 Available guidelines and manuals must be reviewed at least once within the next 3 years and at least 2 documents must be translated to another IPSF official language in the next 3 years.

**Objective 4.5** - *Increase the number of successful exchanges in the Student Exchange Programme (SEP)*

### **KPIs**

4.5.1 Promote, encourage, and provide support for MOs to participate in SEP such that, at least 90% of the total IPSF MOs will participate in SEP and at least 60% of IPSF MOs will participate in winter SEP.

4.5.2 Encourage an increased number of member organisations to participate in the Application Form Reallocation Project (AFRP) such that more than 85% of application forms are utilised during each SEP year.

4.5.3 Increase the number of successful application forms/total application forms by 10% each year.

**Objective 4.6** - *Increase awareness of the Student Exchange Programme (SEP) among students, IPSF member organisations and partners, highlighting that SEP is an IPSF-led activity.*

### **KPIs**

4.6.1 At least 2 social media campaigns or contests released per year with at least 50% of MOs participating in each of the campaigns or contests per year.

4.6.2 Conduct a SEP workshop or session in each regional symposium and world congress every year and at least one online introductory SEP session for IPSF members in the next 3 years.

4.6.3 Create and distribute IPSF promotional material to the students taking part in SEP as well as IPSF SEP Promotional merchandise to be sold at IPSF events, including regional symposia and World Congresses.

4.6.4 Encourage and provide support to member organisations to create and distribute IPSF SEP Promotional materials to their SEP participants.

**Objective 4.7** - *Increase and improve the research initiatives of the Federation and its members.*

### **KPIs**

4.7.1 Host meetings of the Young Researchers Forum at World Congresses, Regional Symposia, and member organisation events to share research information, ideas, best practices and improve research skills.

4.7.2 Utilise the Young Researchers Forum to facilitate discussion throughout the year about obstacles and solutions to various aspects of research.

4.7.3 Initiate the development of a Pharmacy student peer review journal that will serve as a medium for publication of all scientific research done by pharmacy and pharmaceutical sciences students.

4.7.4 Create an open and welcoming environment for those who are interested in research opportunities. And assist them with developing their initiatives.

4.7.5 Ensure the timely dissemination of all research projects of the Pharmacy Education Committee, member organisations, members, and partners through the abstracts and poster sessions of the World Congresses and Regional Symposia.

4.7.6 Strengthening IPSF's partnership with FIPEd in relation to collaborative research initiatives.

**Objective 4.8** - *Disseminate Scientific and Professional Knowledge of the medical and pharmaceutical fields.*

**KPIs**

4.8.1 Promote and publish original research, review articles, case studies, and commentaries that represent student work and student voices.

4.8.2 Establish and implement an educational calendar that addresses issues in pharmacy and pharmaceutical sciences to deliver valuable information to the student community.

4.8.3 Ensure that educational symposia, scientific symposia, and workshops reflect learnings for the pharmaceutical sciences and practices.

**Goal 5** - Improve visibility of the Federation and strengthen the external portfolio through Identifying and cultivating strategic partnerships through joint initiatives that amplify the impact of advocacy efforts.

**Objective 5.1** - *Produce timely and relevant publications through diverse media outlets that promote the purpose, events, and endeavours of the Federation.*

**KPIs**

5.1.1 Publish the Pharmacy Education Newsletter annually.

5.1.2 Maximise the features of all social media platforms to produce engaging content for IPSF events and campaigns by utilising external applications.

5.1.3 Ensure and maintain updated written and audio-visual formats of information to promote IPSF events and Projects through the website.

**Objective 5.2** - *Establish and maintain a regularly produced, direct-to-member publication highlighting current Federation news and information.*

**KPIs**

5.2.1 Maintain a quarterly press release highlighting the main news and achievements of IPSF as well as important IPSF endeavours, events, and partnerships.

5.2.2 Maintain and improve the subscription mailing list for members for them to receive IPSF press releases, updates, and possible opportunities.

5.2.3 Produce an annual IPSF newsletter that promotes the main achievements of the Federation throughout the year.

**Objective 5.3** - *Develop well designed promotional materials for use by member organisations and for external relations purposes.*

**KPIs**

5.3.1 Ensure that all Regional Offices have annually updated prospectuses that describe regional projects and areas of collaborations.

5.3.2 Maintain continuous monitoring of the federation's activities on official platforms and provide timely statistical reports on the impact of those activities to current and potential member organisations and external partners.

5.3.3 Encourage and provide technical support to MOs so they can develop IPSF merchandise and paraphernalia for in-organisation use or national congress usage.

5.3.4 Design and develop standardised annually reviewed and updated IPSF promotional materials with specific focus on the relevant IPSF Regional Offices.

**Objective 5.4** - *Maximise meaningful engagement of IPSF members in external opportunities.*

**KPIs**

5.4.1 Increase the number of opportunities provided to members to represent IPSF at external events.

5.4.2 Organise debriefing and training sessions to all members representing IPSF at external events.

5.4.3 Improve the information sharing to members regarding opportunities from partners through well explained calls, briefing sessions, and visual invitations.

5.4.4 Increase the number of regional partnerships and collaborations by adding at least one renewable agreement per term.

**Objective 5.5** - *Improve the quality of external relations activities and communications.*

**KPIs**

5.5.1 Ensure transparency and effective communications with existing partners through continuous sharing of progress reports and results.

5.5.2 Develop a well-organised archive that includes all partnerships, relations' progress, and official documentation.

5.5.3 Strategic alignment of the Federations' projects (PD, PE, and PH) with external partners' initiatives, especially on global health challenges.

5.5.4 Review existing agreements and MoUs with external partners and ensure the implementation of the terms agreed upon through regular progress reporting.

**Objective 5.6** - *Develop IPSF Media Platforms to serve in IPSF advocacy and promotion as well as for External Relations Strategies and Marketing.*

**KPIs**

5.6.1 Regularly update the website with partners' information as per agreements.

5.6.2 Improve Social Media reach to further develop campaigns by following indicators and gathering statistics from Internal and External Tools (Both those included in social media and External Apps).

5.6.3 Work on improving the organic reach of Instagram and Facebook by following the publication algorithm implemented.

5.6.4 Increasing interaction to reach the Official Status on Facebook and Instagram using more interactive posts (such as polls, quizzes, open questions, and merchandising giveaways) and raising Members awareness to interact with the Federation's new publications.

**Goal 6** - Advocate for curriculum enhancement, Professional Development, Public Health promotion and health systems strengthening.

**Objective 6.1** - *Align the work of global Public Health and policy with regional priorities.*

**KPIs**

6.1.1 Hold brainstorming meetings with IPSF global and regional interested parties where necessary to align the work of global and regional teams on Public Health matters.

6.1.2 Conduct a triennial review of global public health collaborations and agreements.

**Objective 6.2** - Consolidate the Federation's policy and advocacy strategy to amplify the voice of members both globally and locally.

### **KPIs**

6.2.1 Organise regional and global Policy Sessions reflecting both the regional and global stances of our member organisations and members.

6.2.2 Provide strategic support and guidance to member organisations for policy interventions and management on a local, national, and regional level through holding at least one global training and developing a toolkit.

6.2.3 Operationalise Policy 101 through different webinars for orientation, and a workshop during IPSF events for practical engagement.

6.2.4 Operationalise the working statements of IPSF, including the Policy Declaration and Regional Policy Resolutions, through advocacy toolkits and guidelines for local implementation and a proper follow up on Member Organisations' activities around the topic.

6.2.5 Increase students' voices in the workforce development goals with a special focus on the pharmaceutical goals through FIP.

6.2.6 Base IPSF contributions on the country perspective of our member organisations and educate members on the outcomes of the annual FIP conferences and the WHO events, mainly the World Health Assembly (WHA) and Executive Board Meetings.

6.2.7 Provide workshops to member organisations prior to public health campaigns on selected topics based on the mandate's priorities and members' needs to equip them with the necessary tools and knowledge on how to implement the campaigns locally.

**Objective 6.3** - Further develop and nurture the relationship between the IPSF and the International Pharmaceutical Federation (FIP).

### **KPIs**

6.3.1 Maximise available opportunities for IPSF participation in the FIP World Congress, including, IPSF business meetings and IPSF-led and joint sessions.

6.3.2 Foster collaboration and increase opportunities with the FIP head office, the Board of Pharmaceutical Practice, and the Board of Pharmaceutical Sciences.

6.3.3 Ensure meaningful engagement of IPSF in the FIP Workforce Development Hub through working groups, internships, or joint initiatives.

6.3.4 Strengthen our partnership with FIPed in relation to collaborative research initiatives and internships.

6.3.5 Maintain quarterly meetings with the FIP ECPG board to follow up on plans progress and joint work.

***Objective 6.4 - Further expand and develop our official relations with the World Health Organisation.***

#### **KPIs**

6.4.1 Adapt relevant IPSF portfolios to WHO work to allow for more effective areas of collaboration.

6.4.2 Strengthen and consolidate regional collaboration between WHO and IPSF Regional Offices.

6.4.3 Advocate for meaningful Non-State Actor engagement within WHO and explore the possibility of better participation in WHO meetings by holding consultation meetings with the WHO NSAs Secretariat.

***Objective 6.5 - Further expand and develop our official relations with the United Nations and relevant UN Agencies.***

#### **KPIs**

6.5.1 Utilise the Federation's consultative status with the UN Economic and Social Council to contribute to the UN Sustainable Development Goals.

6.5.2 Ensure active engagement in the UN ECOSOC Major Groups, UNEP, and UNFCCC.

6.5.3 Increase member representation on behalf of IPSF at UN assemblies and committees' meetings.

6.5.4 Foster collaboration and increase opportunities with UNESCO.