

**Making  
more  
health**

# A TRANSFORMATIVE PARTNERSHIP

10 years & 10 principles for effective  
collaboration between business and civil  
society



**Boehringer  
Ingelheim**

# TABLE OF CONTENTS

<b>ACKNOWLEDGEMENTS.</b> . . . . .	<b>3</b>
<b>EXECUTIVE SUMMARY</b> . . . . .	<b>4</b>
<b>INTRODUCTION</b> . . . . .	<b>5</b>
<b>THE 10-YEAR JOURNEY OF MAKING MORE HEALTH.</b> . . . . .	<b>8</b>
Vision of the partnership . . . . .	.8
The development of the partnership . . . . .	.9
Structure and Strategy of the Program. . . . .	14
Results. . . . .	17
<b>10 PRINCIPLES FOR EFFECTIVE PARTNERSHIPS BETWEEN BUSINESS AND CIVIL SOCIETY.</b> . . . . .	<b>24</b>
1.Start from core value alignment and commitment. . . . .	24
2.Foster flexibility to maintain creativity. . . . .	25
3.The best team is the right team.. . . . .	26
4.Gather strength from local communities and partners. . . . .	29
5.Invest time and energy in aligning working styles. . . . .	30
6.Think of effects of the partnership on both partners equally. . . . .	31
7.Create channels for follow-up and long-term engagement. . . . .	33
8.Increase the impact of the partnership by seeking new partners. . . . .	35
9.Communicate the partnership internally and connect it to relevant priorities. . . . .	36
10.Develop a representative impact measurement framework. . . . .	37
<b>5 TAKE-AWAYS FOR THE FUTURE OF CROSS-SECTORAL PARTNERSHIPS.</b> . . . . .	<b>41</b>
<b>CONCLUSION</b> . . . . .	<b>44</b>
<b>METHODOLOGY</b> . . . . .	<b>45</b>
<b>REFERENCES</b> . . . . .	<b>46</b>

## ACKNOWLEDGEMENTS

We wish to thank first and foremost all our interview partners from Boehringer Ingelheim, Ashoka and the Making More Health community. This study would not have been possible without your dedication and committed work over the past 10 years that you so kindly shared with us in candid conversations. Thank you also for carefully reviewing and providing feedback for this report.

We also wish to express our gratitude to an extended team that contributed to crystallizing these results and who provided valuable feedback, edits, and improvements to the process and the study: Yeleka Barrett, Guillaume Deprey, Alessandro Valera.

### Authors



**Alexandra Ioan, PhD**  
Head of the Ashoka Learning  
and Action Center



**Arianna Bianchi**  
Research consultant

*The Ashoka [Learning and Action Center](#) is a European think tank started in 2018. Its research cuts across all Ashoka programs and initiatives. It screens and analyzes our knowledge about social issues, Ashoka Fellows and system-changing new ideas, and makes the insights actionable for collective solutions.*

*Graphic Design by Kai Gaspard*

# EXECUTIVE SUMMARY

Effective collaboration between business and civil society is indispensable when addressing social problems globally. The Making More Health (MMH) partnership between Boehringer Ingelheim and Ashoka is an instance of such collaboration in the field of global health. Aiming to achieve better access and quality of healthcare for humans and animals alike, the partnership has expanded over the past 10 years in many directions. At the core of the partnership is connecting innovative and entrepreneurial solutions for healthcare provision with business expertise in communities around the world.

This study takes stock of the lessons learned that emerge from 10 years of collaboration between Ashoka and Boehringer Ingelheim. Such long-term partnerships are rare, and they provide the opportunity to distill insights and recommendations for similar efforts between companies and civil society organizations.

After in-depth conversations with various stakeholders involved in the Making More Health partnership at different stages and in different roles worldwide, the Ashoka Learning and Action Center research team drew out 10 main principles for effective collaboration that MMH illustrates:

- 1. Start from core value alignment and commitment.**
- 2. Foster flexibility to maintain creativity.**
- 3. The best team is the right team.**
- 4. Gather strength from local communities and partners.**
- 5. Invest time and energy in aligning working styles.**
- 6. Think of effects of the partnership on both partners equally.**
- 7. Create channels for follow-up and long-term engagement.**
- 8. Increase the impact of the partnership by seeking new partners.**
- 9. Communicate the partnership internally and connect it to relevant priorities.**
- 10. Develop a representative impact measurement framework.**

---

In the following sections, all these principles are accompanied by examples from the work within Making More Health and tips and challenges that can arise while working on implementing them. The role of the study was to look at both the do's and don'ts in such cross-sectoral collaborations, while also telling the story of Making More Health overall.

We invite you to explore the journey of Making More Health over the past decade and to also reflect on how you can adapt these 10 principles to your own work and partnerships. The end of the study also lists some overarching recommendations on how to make use of the principles and MMH story for business and civil society collaborations from now on.

# INTRODUCTION

The idea that businesses, government, and civil society need to work closely together if we are to effectively provide solutions to urgent and complex global issues is not new. Collaborations between these different stakeholders have always emerged and as any partnership, some have been more successful than others. We surely need these alliances if we are to slow down global warming, reshape our economies towards sustainability, reduce inequalities, and ensure an increasing quality of life for everybody. This requires us to continuously learn and improve. By looking closely at various existing partnerships between sectors we can only learn how to reshape our thinking, decision-making processes, and priorities, so that overall and over time we do become better at creating impactful change.

This is the story of one of these collaborations between a business and a civil society organization. The Making More Health (MMH) partnership between Boehringer-Ingelheim and Ashoka has steadily grown since 2011 and has accumulated a variety of knowledge and lessons learned on how to collaborate and how not to collaborate.

In this study we will look at:

- How Making More Health has developed and evolved since 2011;
- What 10 lessons have emerged from 10 years of partnership;
- How these lessons can be used to better inform other organizations and build stronger cross-sectoral partnerships.

We hope that the Making More Health story will provide insights on how to develop cross-sectoral partnerships, as well as inspiration and motivation to develop similar initiatives yourself.



## About Ashoka

Ashoka identifies and supports the world's leading social entrepreneurs, learns from the patterns in their innovations, and mobilizes a global community that embraces these new frameworks to build an "everyone a changemaker world." Founded in 1980, Ashoka is the world's leading network of social entrepreneurs, with a network which includes over 3,700 social entrepreneurs in 90 countries. Every year, Ashoka identifies and supports leading social entrepreneurs worldwide with the most innovative system-changing solutions to address social issues and change society for the better. Ashoka then learns from the patterns and innovations to mobilize a global community that embraces these new frameworks to build an "Everyone A Changemaker" – EACH world.



## About Boehringer Ingelheim

Boehringer Ingelheim is driven by the desire to serve mankind by improving human and animal health. As a successful, family-owned company Boehringer Ingelheim plans in generations, working together globally and with integrity.



## About Making More Health

Since 2011, Ashoka and Boehringer Ingelheim have built upon a collective global vision: increase access to health care for people, animals, and their communities. As a result, their joint Initiative - Making More Health (MMH) - supports the systems-changing solutions of social entrepreneurs and combines diverse approaches along the continuum of care in a holistic approach for social and business impact.

## How others think of collaborations between business and the social sector

Cooperation between business and the social sector is critical to achieve long-term sustainability. The 2030 Agenda and the Sustainable Development Goals (SDGs) of the United Nations point at the interconnectedness between business, society, and the environment. The SDG 17 itself sets the objective of developing “partnerships for the goals” and has a target in building **multi-stakeholder partnerships** that can enable the sharing of knowledge, expertise, technology, and financial resources to support advancements in sustainability.<sup>1</sup>

Appropriate **collaborative models** are needed, defined by stakeholder inclusion and an explicit focus on improving the outcomes of the organizations involved in the partnership. Some principles have already been identified to lay at the foundation of the success of these collaborative models. A few examples are “start small and create a clear path of quick wins”, “define a shared interest”, “build a culture of trust”.<sup>2</sup> Key is also the presence of strong incentives for both partners, a core of committed people, a set of simple and clear goals, a facilitator that offers professional help, and dedicated resources.<sup>3</sup>

Due to the direct and indirect impact that they produce on several levels by establishing multiple relationships around their activities, **companies** have an important role to play.<sup>4</sup> While investing in efforts on sustainability, they can capitalize on a wide range of benefits: identifying future business opportunities, enhancing the value of corporate responsibility, and strengthening stakeholders’ relations. They cannot, however, go through this transformation alone.<sup>5</sup>



## How Ashoka thinks of collaborations between business and the social sector

Ashoka supports companies as a citizens sector partner in the process of embedding social and environmental impact into their core business goals. Ashoka’s Changemaker Companies initiative mobilizes a network of corporate actors committed to creating societal and environmental change by designing co-creation strategies with social entrepreneurs. It supports corporates to remain relevant, by looking at new ways to create value, finding uncharted market opportunities and developing collaborative leadership models. In the long-term, it helps companies to shift their business mindset and transform their organization, incorporating social and environmental impact as part of the company’s value creation process.

CHANGEMAKER  
COMPANIES

1. United Nations. (2021). *Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development*. Department of Economic and Social Affairs. (Online) Available at: <https://sdgs.un.org/goals/goal17> (Accessed February 24th, 2021)

2. Nidumolu, R, Elisson, J., Whalen, J. and Billman, E. (2014). *The collaboration imperative*. Harvard Business Review. (Online) Available at: <https://hbr.org/2014/04/the-collaboration-imperative-2> (Accessed February 24th, 2021)

3. Albani, M. and Henderson, K. (2014). *Creating partnerships for sustainability*. McKinsey & Company. (Online) Available at: <https://www.mckinsey.com/business-functions/sustainability/our-insights/creating-partnerships-for-sustainability#> (Accessed February 24th, 2021)

4. Stibbe, Darian and Prescott, Dave. (2020). *THE SDG PARTNERSHIP GUIDEBOOK: A practical guide to building high-impact multi-stakeholder partnerships for the Sustainable Development Goals*. The Partnering Initiative and UNDESA. (Online) Available at: [https://sustainabledevelopment.un.org/content/documents/26627SDG\\_Partnership\\_Guidebook\\_0.95\\_web.pdf](https://sustainabledevelopment.un.org/content/documents/26627SDG_Partnership_Guidebook_0.95_web.pdf) (Accessed February 24th, 2021)

5. GRI. United Nations Global Compact, WBCSD. (2015). *SDG Compass*. The guide for business action on the SDGs. (Online) Available at: [https://sdgcompass.org/wp-content/uploads/2015/12/019104\\_SDG\\_Compass\\_Guide\\_2015.pdf](https://sdgcompass.org/wp-content/uploads/2015/12/019104_SDG_Compass_Guide_2015.pdf) (Accessed February 24th, 2021)

A long, straight road with yellow double lines receding into the distance under a cloudy sky. The road is paved and the lines are clearly visible. The background shows a hazy landscape with trees and mountains.

**The 10-year journey  
of Making More Health**

# THE 10-YEAR JOURNEY OF MAKING MORE HEALTH

While partnerships between the for-profit and non-profit sectors are very much needed, their successful implementation is never a predictable result. The two sectors have goals, operating models, and internal cultures that often differ considerably and can pose a challenge to the endurance of the collaboration.

The Making More Health partnership represents a case of a long-lasting collaboration. Started in 2011, the partnership has grown and evolved, achieving results on multiple levels – in communities globally, among social entrepreneurs, and within the partner organizations themselves. Throughout the years, Making More Health has undergone a journey that transformed the way the two organizations conceive their activities and strategies to create positive impact in society. The partnership has launched new healthcare solutions and directly supported over 100 social entrepreneurs that lead innovation in the field. For the latest information on the Making More Health partnership, please visit: <https://www.makingmorehealth.org>.

## Vision of the partnership

Since the very beginning, Making More Health was developed in a genuine **co-creation effort**. This has meant going beyond the traditional funder – service provider relationship that is usually established between the for-profit and non-profit sector. Rather than the company setting the goals and the non-profit organization implementing the activities, the relationship between Ashoka and Boehringer Ingelheim is grounded in a strong initial agreement on a balanced level of collaboration, where the two partners are equally involved and responsible in defining the evolution of the partnership.

**Making More Health aims to create a world where “everyone has more health”: individuals, animals, and their communities.** Starting from the needs of the community or beneficiaries, MMH programs and projects have centered on addressing issues around health access, health affordability, and pre-conditions for both. To reach this goal, Making More Health works with cutting-edge social innovators in the field of health, as well as with local organizations that tackle health issues.

MMH projects also involve local organizations which are working in fields that are essential for improving the health sector, but that focus more on the underlying causes of deficient provision of healthcare. This is particularly relevant in developing countries, in regions where communities cannot yet access drugs or where healthcare issues are not primarily solvable through providing medicine.



*"Why are we doing a lunch program? It's because, in this particular region, the community leaders that we are working with have said: if you want more health, the biggest problem here is that people are not eating nutritionally. So how can we create more nutrition access for them?"*

*–Community Manager, Ashoka*

At the same time, Making More Health generates valuable insights from the ground on needs and solutions in the health sector. Through this partnership, Boehringer Ingelheim and Ashoka aim also to grasp the next wave of social innovation in the healthcare sector. By building this knowledge, MMH can support more than just the development of direct solutions to improve healthcare access. The partnership also aims to answer questions of how to build economic models for companies in the field of healthcare that are socially sustainable. The intent is not to keep this knowledge within MMH. Rather, the idea is to have MMH promote and share the experience, the ideas, and the results, in order to amplify social innovation solutions in the health field and fundamentally transform practices in the sector. MMH does this through various conference formats, expansion of the partnership itself, as well as communication of the lessons gathered so far, and the solutions developed.

*“We realized that there were a couple of stairs to climb together. One was: are there commonalities around those social entrepreneurs? What are the patterns to be successful? And [the other]: what are the health models, which can be the next wave of innovation? [...] We're convinced that no one has the solution[alone]: not the governments, nor Ashoka, nor the industry. It's a question of teamwork.”*

*–Global MMH Leader, Boehringer Ingelheim*

*“In business, many people just think of technical innovation and digital innovation, when it comes to innovation. They don't see the innovation that comes out of social doing.”*

*–Global MMH Leader, Boehringer Ingelheim*

*“Going forward, there will be an annual event, which will become the place where people will come together to create the future of health.”*

*–VP Changemaker Companies, Ashoka*

## The development of the partnership

The idea of the partnership originated from the initial intention of Boehringer Ingelheim to start a social initiative in the healthcare field as a celebration of its 125th anniversary in 2010. For this occasion, the company wanted to team up with an NGO to launch an initiative in the field of health that would aim to create a positive impact in the society, and also go beyond the classical CSR style relationship that companies traditionally engage in when partnering with NGOs.

Boehringer Ingelheim defined some specific criteria to find the right partner. Since Boehringer Ingelheim is a global company, the partnership needed to have a framework that would allow Boehringer Ingelheim's employees to engage in global programs across different countries. The NGO therefore needed to be operating on a worldwide scale. It also needed to be independent, have a long-term orientation, and value entrepreneurship and innovation. The search and identification of a complementary NGO was delegated to an external consulting organization, Perfethic, specialized in advising and supporting companies in the creation of partnerships with the non-profit sector. The

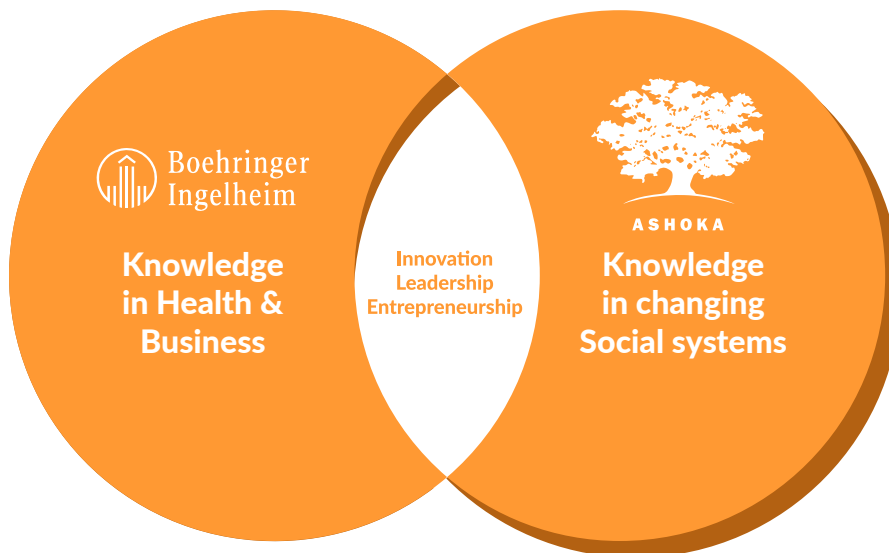


**Horas da Vida, Brazil  
founded by MMH Fellow  
Joao Paulo Nogueira Ribeiro**

consulting organization screened over 80 organizations based on the criteria defined by Boehringer Ingelheim. Ashoka matched all the criteria pre-set by the company and it also offered a global structure and opportunities for the direct engagement of employees. Ashoka's unique contribution to the partnership was also its strong entrepreneurial spirit and long-term expertise and experience with social entrepreneurship globally. The two organizations have been very complementary in their approaches and expertise from the beginning, which set a strong foundation for the collaboration.

## The partnership vision: contribute to change the world

To establish a global network of social entrepreneurs for more health. Together we will enable social innovation, identify new health initiatives, build a network of entrepreneurs, thus creating a laboratory for more health.



### *Boehringer Ingelheim and Ashoka Partnership for social innovation*

Making More Health kicked off with a pilot phase in 3 countries. The initial program was set to select the most innovative social entrepreneurs in the field of health to become Making More Health Fellows. Making More Health Fellows are Ashoka Fellows, who gain this additional designation because of their high potential and probability of being able to collaborate in the MMH partnership in a win-win co-creation with Boehringer Ingelheim.

Since the beginning, the partnership had a strong connection with the company's business. Social innovation mapping and trend analyses were among the first products realized by Ashoka. Their objective was to help Boehringer Ingelheim understand the future relevance of their business based on the insights from social entrepreneurs.

***"We started at developing an idea of how it could look like: Boehringer Ingelheim funding the social entrepreneurs' selection process but also bringing the inspiration back to Boehringer Ingelheim."***

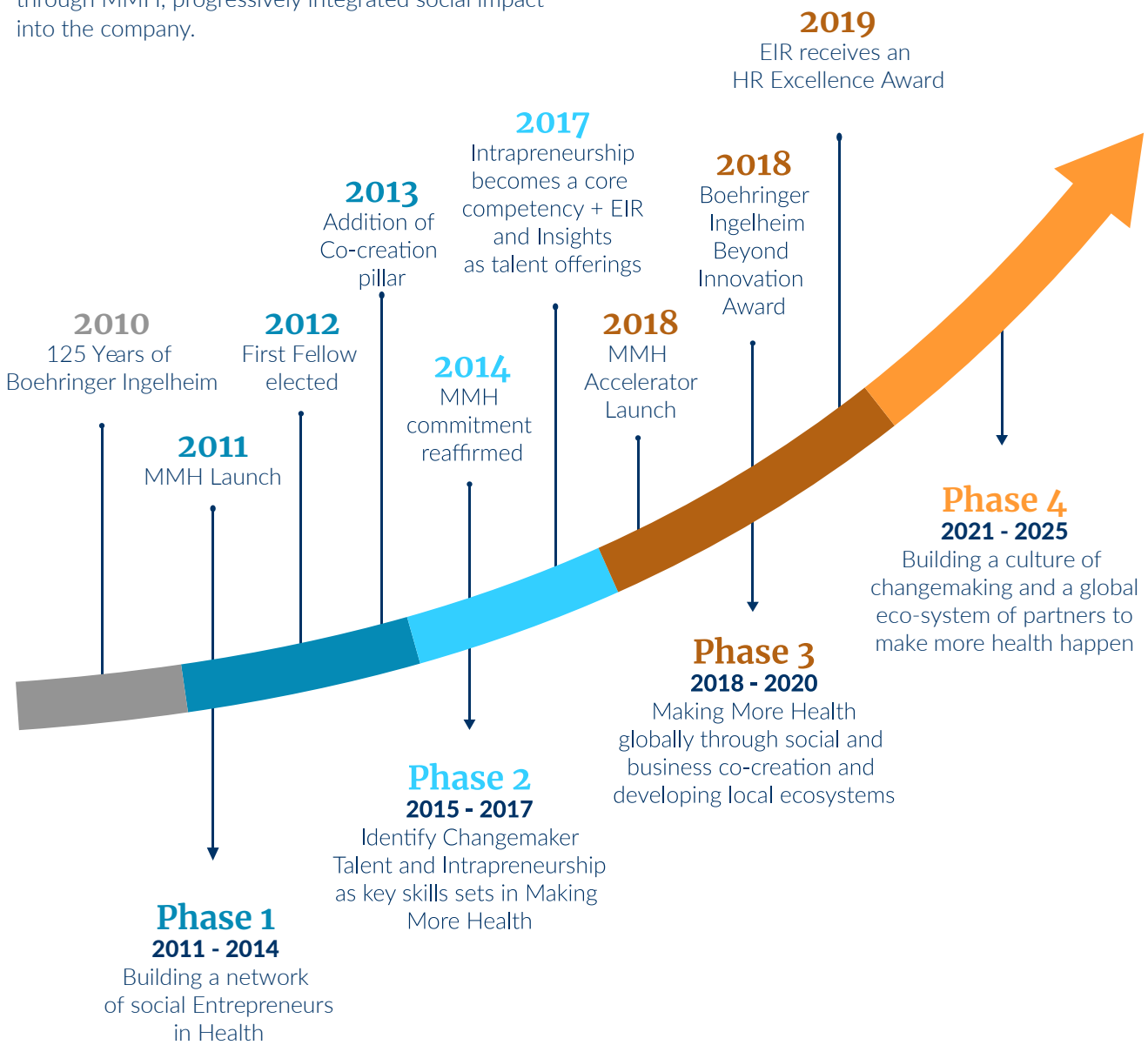
*Global MMH Leader, Boehringer Ingelheim*

There were, however, some challenges. MMH was initially understood as a basic volunteering initiative and few Boehringer Ingelheim employees were engaged. A small core group of people inside the two partnering organizations understood the potential of the partnership and the change that Ashoka and the social entrepreneurs could bring into the company.

New programs were hence developed to engage Boehringer Ingelheim's employees beyond pro-bono support and volunteering. Employees began to be involved in field-experiences that enabled them to understand the partnership, develop an emotional buy-in, and connect the activities of Making More Health to their work. The creation of these programs represented a milestone for the growth of the partnership and shaped the incremental growth of the collaboration from one phase to the other in the past 10 years.

## MMH A Journey Towards Changemaking in Health

This journey illustrates how Boehringer Ingelheim, through MMH, progressively integrated social impact into the company.



### The Novice / Starter: Awareness

Appreciates social innovation and system change, sees potential to impact core business

### The Explorer: Responsibility

Moving beyond strategic philanthropy, articulates connection between social impact and core business

### The Changemaker: System Changer

Internalizes the changes and actively connects it to core business with a higher organization purpose identified

### The Pioneer: Purpose

Actively changes an industry for the good of all

In hindsight, the partnership phases can be neatly mapped out, although their development was an ambitious entrepreneurial process. Thus, Phase 1 (2011-2014) focused on identifying the social innovators and supporting them with strategic and financial resources. Phase 2 (2014-2017) focused on the development of changemaking skills such as intrapreneurship and leadership among Boehringer Ingelheim employees. Phase 3 (2017-2020) focused on creating stronger local ecosystems and cross-sectoral collaboration between Boehringer Ingelheim, social entrepreneurs, and their local communities by launching collaborative pilots to improve health access. Finally, Phase 4 (2021-2024) will continue expanding the partnership and including additional stakeholders with the purpose of advancing the systemic approach within the healthcare system. Boehringer Ingelheim and Ashoka think more and more about the potential big vision role of the partnership in the field, in showing how long-term commitment can ultimately lead to providing healthcare more effectively.

Over time, the partnership has gradually become part of the DNA of the company and its management has moved from the Communications to the Corporate Strategy department, with dedicated full-time staff from Boehringer Ingelheim. In the future, the partnership aims to increase the number of employees engaged in its programs and to work with the ecosystem to develop new business and partnership models in the field of health.



Coimbatore, India  
MMH Local Community partner Karl Kübel Foundation



MMH Community Lead Manuela Pastore receives gift in Community partner Karl Kübel Foundation - Coimbatore, India

*“I think that for Ashoka and for BI [Boehringer Ingelheim] the strongest value has been that we have recognized that we can build partnerships, which are outcome-focused and not oriented towards our own purpose.”*

*Global MMH Leader, Boehringer Ingelheim*

Making More Health 2025 Global Ambition

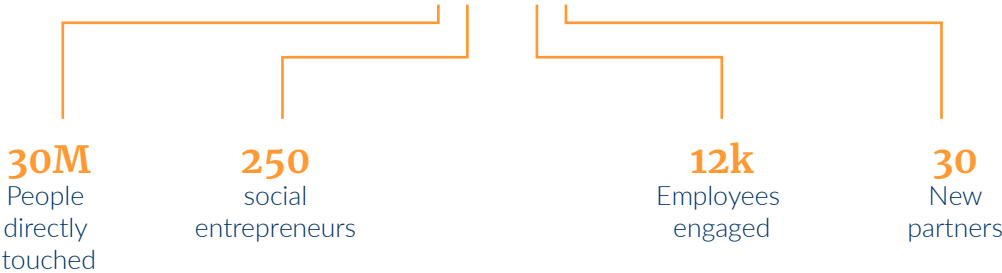


Our Purpose

*make vulnerable communities healthier and sustainable*

*instil passion and a changemaker culture in our people and partners*

MMH 2025 Global Ambitions



## Structure and Strategy of the Program

### Global framework, local strategies

As a partnership implemented on a worldwide scale, Making More Health is meant to adapt to very different socio-economic contexts. It includes a common global framework and plenty of room for new inputs and testing new projects locally. This has allowed the partnership to develop consistently with its purpose, while successfully adapting to different regions and conditions.



*“People are going to change when you go to a different region. And resources are going to change and their interests are going to change. And we need to be adaptable and agile in that sense, but still have an umbrella framework that everyone can kind of work into and still fits in a narrative.”*

*– Community Manager, Ashoka*

From a global perspective, the partnership is structured around 3 main pillars, providing the basis for all the MMH global programs:

- **Social Innovation:** the partnership selects cutting-edge social entrepreneurs tackling problems related to health to become Making More Health Fellows. They receive support to grow the impact of their solutions and provide Ashoka and Boehringer Ingelheim with important insights on innovation and trends in the sector.
- **Changemaker Culture:** MMH comprises a set of initiatives to engage the company's employees: Executive in Residence, Leadership Weeks, the Bag to the Future competition, online intrapreneurship courses. Employees have the chance to develop leadership skills and can show their intrapreneurial spirit by testing new projects.
- **Cross-sectoral collaboration:** an MMH Accelerator, co-designed by Ashoka and Boehringer Ingelheim, helps to scale the work of social entrepreneurs thus increasing access to human and animal health while establishing strong foundations in sustainable business.

At the local office level, new initiatives can be developed by Boehringer Ingelheim employees wanting to address a specific community's need or support the project of an MMH Fellow. For example, Making More Health was an avenue to open the Ashoka Greece office with the support of Boehringer Ingelheim Greece. This led to electing the first Ashoka Fellows in Greece and setting up the basis for a social entrepreneurship ecosystem. In Japan, the Boehringer Ingelheim country office led activities in the aftermath of the 2011 earthquake. Employees were able to volunteer and support the work of MMH Fellows and in the process develop a broader understanding of the impact of community engagement and civil society work in their country.

## MMH Conventions

Making More Health Together! is an annual global convention that gathers local communities, employees and social innovators to share ideas, showcase their success, and learn from their peers addressing healthcare in other regions. It also showcases the projects of the MMH Fellows - the innovative social entrepreneurs selected according to criteria coming from Ashoka's 40-year-experience in the field. The ambition for Making More Health Together! is for them to be the most relevant fora of exchange and learning for the field of health globally, rallying key stakeholders from business, government, international organizations, and civil society to rethink the future of health. The convention also represents an opportunity for Boehringer Ingelheim's employees to meet MMH Fellows beyond their local or regional reach, understanding and exploring global solutions to problems in the healthcare sector, in which MMH community members (Fellows, Boehringer Ingelheim employees, Ashoka staff) can identify new areas for support and collaboration. Many new MMH projects have sparked from this encounter. This event contributes significantly to the buy-in of Making More Health inside the company and are also an opportunity for Boehringer Ingelheim to demonstrate to employees its commitment to create positive change in the society.

## Global talent programs

Making More Health is also strongly linked to the company's HR activities, especially for developing executive talent. These MMH talent programs – such as Bag to the Future - offer employees the opportunity to develop and test their own healthcare projects. In the process they advance their intrapreneurship skills, which is one of the key competences encouraged by Boehringer Ingelheim among employees.

Another turning point in the partnership was when HR identified the MMH programs as something more than basic volunteering. MMH helps employees to connect volunteering to their expertise, their areas of work and their personal development goals and performance agreements. At the core of the programs is the development of their leadership and empathy



skills. The employees go through a formal nomination process to join MMH programs and the result of their participation depends strongly on their individual initiative.

## Leadership weeks and community-level projects

MMH global programs offer Boehringer Ingelheim employees the chance to spend some time in different regions of the world. Here, they are engaged in local activities to help address the community's needs related to health. They focus on discovering, embracing new environments, and learning from different communities around the world. Two such leadership weeks took place in India and Kenya and they were pivotal for the participants and the partnership overall due to their strong immersive character.

From the beginning staff could also take part in the Executives in Residence (EIR) program, where they have the chance to spend some time working directly in a social entrepreneurs' organization.

These initiatives are essential to make the mission of Making More Health concrete and the experience on the ground is key to employees' emotional buy-in of the partnership. Working to help tackle the challenges experienced by the beneficiaries of their products and services offers unique insights for the employees' work. It ultimately results in better understanding the realities of other people's lives.

***“You are fully empowered to explore the environment beyond the company, to test different experiences. You've tested new things, some of them worked well, and you can now test them inside your company, it is much more motivating. It improves your confidence and entrepreneurial spirit within your company.”***

***– Past EIR MMH participant***

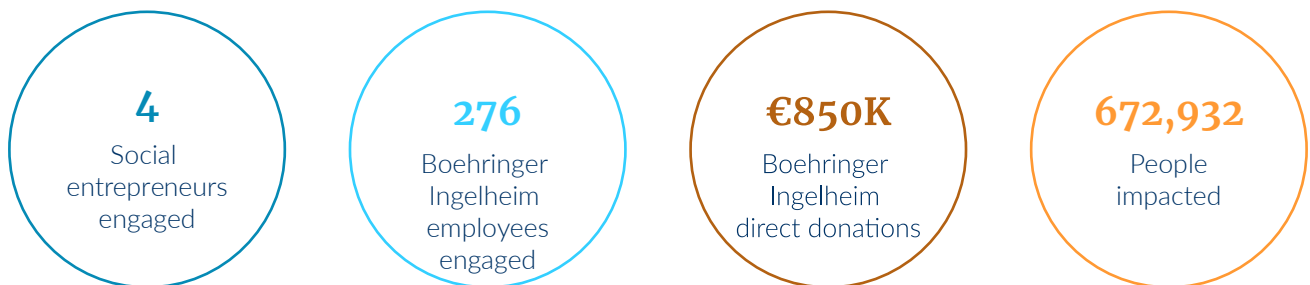
## The Accelerator

Part of Making More Health is also a service more directly linked to the company's business. This service is provided by an Accelerator that supports 3 or 4 social entrepreneurs working in the field of healthcare every year, providing them with funding and the support to scale their solutions. The program's goal is to also find ways of connecting the new solutions and business models developed to the activity of Boehringer Ingelheim, looking to identify creative ways for the company to develop.

Some of the solutions supported so far by the accelerator are Access Afya - a chain of clinics and pharmacies providing access to affordable and quality healthcare service in urban informal settlements in Nairobi; Cowtribe - last-mile distribution of animal vaccines for farmers in Ghana; Yako - an integrated care ecosystem for noncommunicable disease patients in Nigeria, and many more.

A few main highlights for the Accelerator can be found in the figure below.

### 2020 Achievements



2 newly recruited social ventures (Ilara Health & eTrash2Cash) engaged in pilot projects

2 existing social ventures (Jacaranda Maternity & Cowtribe) engaged in scale-up projects

16 employees engaged in through EIR/expert engagements

21 employees engaged through virtual workshops

239 employees engaged through webinars

€100k granted to two pilot projects (Ilara Health & eTrash2Cash)

€300k granted to two scale-up projects (Jacaranda Maternity & Cowtribe)

€450K granted to 7 projects as Covid-19 relief funds

641,142 people reached through pilot projects

14,792 people reached through scale-up projects

17K people reached through covid response activities

Source: Accelerator Report, 2020

## Results

### Healthcare solutions for target groups

The initiatives formed under the MMH umbrella have produced concrete results for multiple stakeholders. First, for **patients**. The collaboration between Boehringer Ingelheim's employees and Ashoka Fellows has generated innovative projects that are reaching patients with new services and products. One such example is the collaboration between Siel Bleu and Boehringer Ingelheim in Spain. Starting from one of the MMH Conventions, the project focused on delivering adapted physical activity programs to specific groups of patients. The collaboration has been developing over the past 6 years and is based on the expertise of the social entrepreneur with developing such tailored programs, the deep insight of the Boehringer Ingelheim representative into the healthcare needs of the target group, as well as their direct access and connections to hospitals. The physical exercise programs are now available in almost every day-hospital in Spain and the project is expanding through an online platform also in France, Colombia, Canada, and other countries. This digital approach develops the work of Siel Bleu into a global solution for all patients around the world. It also contributes to the development of the organization in a new direction in line with its ambition.

*"For the whole implementation – particularly when dealing with the recruitment of patients – the support of Boehringer Ingelheim was key. As our organizations had really no experience in hospitals, while Boehringer Ingelheim – with their patient advocacy, the sale reps – really knew that world. In each hospital where we've been in (...) we have always been together with Boehringer Ingelheim. It was clear and transparent, but the fact of being introduced by Boehringer Ingelheim was key and saved a lot of time."*

*–MMH Fellow*

MMH has also boosted the capabilities of local organizations working in the healthcare sector that have been engaged in the partnership's initiatives. These organizations benefit from enhanced credibility derived from working with MMH and learn from the direct experience of working with a global company. This has fostered the networking capacity of the local organizations – in their country and at the international level – and allows them to have better reach and services for their target groups. For example, the organization AMPATH in Kenya has been developing more holistic approaches to addressing AIDS and chronic diseases. They have engaged schools around hygiene education and also developed together with communities' opportunities for income generation that facilitates access to healthcare. organization AMPATH in Kenya has been developing more holistic approaches to addressing AIDS and chronic diseases. They have engaged schools around hygiene education and also developed together with communities' opportunities for income generation that facilitates access to healthcare.

*Now the different organizations in the country that MMH works with are seen as good: it has been a good platform and has given positive exposure. Instead of trying to build everything up, we are now able to look up and say: "We are doing this, are there areas in which we can partner? Or are there areas where they can help us have a wider reach or a bigger impact indirectly? So those are some of the opportunities that we feel Making More Health really brought. International networking, but also internal local networking, among different civil society organizations working in different areas."*

*– Local organization leader*



## MMH Fellows

The social entrepreneurs selected by the partnership find a new identity as Making More Health Fellows. They gain new confidence from the external validation of the value of their work and they become part of a global network of innovators in health. Additionally, while MMH Fellows are usually already recognized at the local level, MMH opens the door for enhanced credibility internationally, contributing to their scaling process to other countries. MMH Fellows can also benefit from the expertise and network of Boehringer Ingelheim employees in their work, thus improving their solutions and expanding their impact.

Today, MMH counts a community of 100+ MMH Fellows and many other organizations contributing to improve health are part of the partnership's network. This is creating the foundation for a broader movement in health, also attracting additional players.



*“There is value also in the recognition. We are in the situation in which we have been preparing to scale for a while and of course MMH is a good “badge”. MMH is relevant for the process of scaling to other countries.”*

– MMH Fellow

---

## Boehringer Ingelheim Employees

Employees of Boehringer Ingelheim are engaged in MMH initiatives to different degrees. The participation in MMH has, in general, produced a lot of pride in employees joining the activities. They have several opportunities to participate in initiatives dedicated to them, such as the **Leadership Weeks** and **Executives in Residence**. As they get involved in local activities, they go through a disruptive experience, finding themselves out of their comfort zone, in a new context where they are confronted by the challenges of communities on the ground.

*“Some people have come away from the Leadership Week in India and in Kenya saying that it was the best developmental experience they've ever had. To me it has to do with the kind of immersion they have, in the fantastic work that the partnership does.”*

–Facilitator

In this experience on the ground, working with MMH Fellows or other local organizations to help them answer the communities' needs, employees develop strong leadership and empathy skills.

*“You understand what it means to have informal leadership. You don't have to be the boss of the company to go to India [to start a project]. You have to influence people. And if you get into programs like MMH you become stronger in leadership skills.”*

–MMH Local Leader, Boehringer Ingelheim

Every year, several Boehringer Ingelheim employees participate in MMH initiatives dedicated to them and many develop their own ideas. They become changemakers within the company. The partnership purposes are made more sustainable by the employees' own initiatives, since projects develop beyond the inputs of the partnership team.

Boehringer Ingelheim's employees can develop new local projects everywhere in the world. After attending the MMH conventions or taking part in other MMH programs, they have a blank page to develop their own initiatives and are encouraged to do so. This happens with very little bureaucracy. Once employees have learned about the goals and framework of Making

More Health, it is up to them to use it for their own projects and to develop their intrapreneurial spirit. They have the freedom and room to test their ideas, something that cannot happen in their daily, more hierarchical work. While the global COVID-19 crisis brought many of these hands-on projects to a quick standstill in 2020, many of the employee programs were able to pivot quickly to create online experiences and opportunities for collaboration that still supported employees. For example, the Executives In Residence program created virtual placements and matches between Fellows and employees.

One good example of this is a project developed by a Boehringer Ingelheim employee after he participated in the Leadership Week in India. During the training week, he learned that some of the health issues experienced by the community were related to lack of soap use. He then thought of showing people in the community how to produce soap themselves and helped create a social enterprise with women from Kerala villages producing soap.

Another instance of this entrepreneurial activity is one of the initiatives supported through the Bag to the Future competition. The team develops a community around chicken healthcare in Kenya. The solution goes beyond ensuring vaccinations for chicken, it also trains communities in business practices around the safe sale of chickens.

The MMH framework has therefore been a great opportunity to showcase the meaning of **intrapreneurship** inside the company. Through MMH, employees can prove to themselves and to others that they can innovate internally.

*“For me, MMH is the best example to illustrate what intrapreneurship is. I put on my LinkedIn profile that I’m an intrapreneur, I’m super proud of that. But honestly, if I wouldn’t have had the opportunity within Boehringer Ingelheim, via MMH, to make it happen, I wouldn’t be able to put it on LinkedIn.”*

*–Employee, Boehringer Ingelheim*



Group workshop at Making More Health Convention, 2017  
Ingelheim, Germany

By developing their own projects, Boehringer Ingelheim’s employees help to **shape the broader activities and direction of Making More Health**. A good example are the activities sparked around the community-level projects in India. The Leadership Week in India, initially developed from the idea of a single Boehringer Ingelheim employee, has provided the input for new employees-led projects, centered on the community’s needs. The soap production social enterprise mentioned above is one of these ideas. Another example is the idea of producing accessories from used rice bags, to reduce pollution and generate employment. Although not all ideas have been fully successful, they have all provided a unique learning platform and a reconnection with the real needs of communities from around the world. The Leadership Week has become a core activity of Making More Health and is now replicated in other countries and regions. It also demonstrates how to build relationships with other actors at the local level, preparing the ground for inviting new players to join Making More Health – now a leading objective for Phase 4.

After their deep dive in the field, employees go back to their teams with **new leadership skills and business insights**. They gain a better understanding of the challenges of economically marginalized communities, and of context- or culture-related issues that might influence the delivery of healthcare and medicines on the ground. This is particularly true in low-income countries where the company operates. For example, an employee who took part in the Executive in Residence program in Kenya, visited the slums of Nairobi and realized that to improve health conditions, water-access issues needed to be addressed. By experiencing the users' reality, employees bring useful knowledge back to their teams at Boehringer Ingelheim.

Overall, Boehringer Ingelheim employees who completed an Executives in Residence program report that they have developed intrapreneurship and leadership skills and that their placement has improved their resilience. This is a positive evaluation of these immersive experiences that Making More Health offers.

---

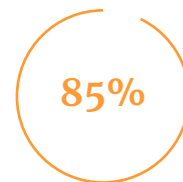
### Top 3 Skills



of EIRs consider their placement improved their **intrapreneurship skills**



of EIRs consider their placement improved their **leadership skills**



of EIRs consider their placement improved their **resilience**

Source: *Executives in Residence Program Evaluation Report, 2020* ([click here](#))

---

### Mindset shift within Boehringer Ingelheim

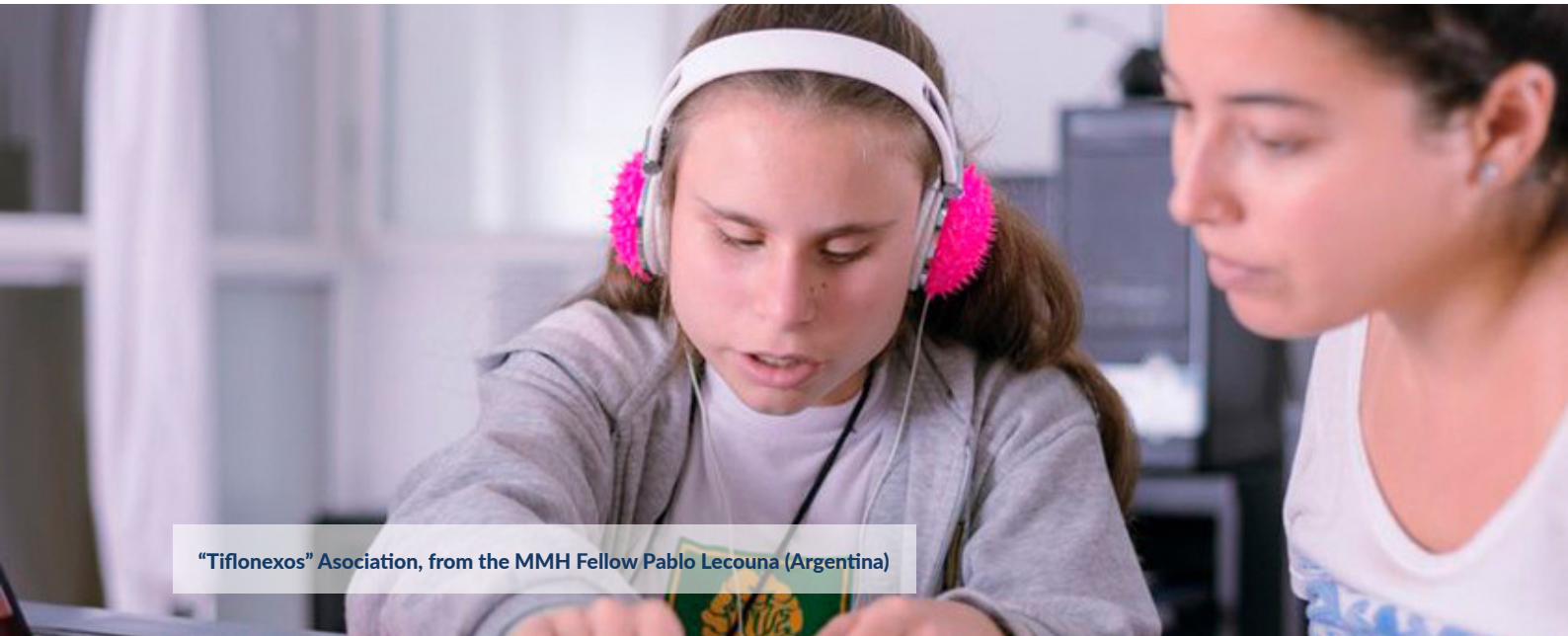
The partnership has contributed to changes in how the company thinks about its work. MMH helped create connections between different departments of the company: it is easy to work based on the silos of the production of drugs in a pharmaceutical company and MMH supports the connections between parts that usually work separately.

On the other hand, the partnership connected a few of Boehringer Ingelheim's teams to the MMH Fellows, and some of them started working together. Such is the case of Siel Bleu, discussed previously or that of ColorADD – a sign code helping color blind people to recognize colors that is now also being used in the Boehringer Ingelheim offices. The exchange between social entrepreneurs and employees has been a great source of innovation for the company. In the traditional

structure of a pharmaceutical company, innovation usually comes from the top. Through MMH, instead, innovation can come from the bottom: from the social entrepreneurs and from what the employees learn in the field.

***“I think that, step by step, this partnership shakes the organization.”***

***–External consultant***



**“Tiflonexos” Asociation, from the MMH Fellow Pablo Lecouna (Argentina)**

Overall, what has changed in Boehringer Ingelheim is the understanding of what building alliances means: going beyond philanthropy and corporate social responsibility and building access to health in an integrated way. Business and the social purpose need to be seen in a holistic perspective. One of the concrete consequences of this has been the embedding of the MMH partnership into the Corporate Strategy department. MMH has brought new ways of thinking and working inside Boehringer Ingelheim influenced by the direct connection with social entrepreneurs and their target groups. Although there still is a long way to go in changing business models and practices and the reach of MMH within Boehringer Ingelheim could be greater, some first seeds for reflection have been planted.

---

## **Influence on Ashoka**

The partnership with Boehringer Ingelheim has also benefitted Ashoka in many ways. On the one hand, there are concrete gains in terms of financial resources. These were used also for opening new offices in countries where Ashoka was previously absent. The funding has helped support new social entrepreneurs in the field of health, one of the core activities of Ashoka. MMH has also improved Ashoka’s understanding of the health space and how to better serve it through entrepreneurial practices. Subsequent partnerships at Ashoka in the health field have



**“Tiflonexos” Asociation, from the MMH Fellow Pablo Lecouna (Argentina)**

*“Thanks to this partnership we have managed to create a critical mass of people who think differently within the company. Usually, traditionally, when we engage with partners, it's always a maximum of a dozen employees who are engaged. And it doesn't transform the company. I think that here having 6000 people engage in various ways... you can really see that there is a shift in the conversation. So I think that this a significant achievement and realization and you see that you can start shifting the trajectory of organizations, if you have this critical mass of internal changemakers.”*

*– VP Changemaker Companies, Ashoka*



**"Autofabricantes" organization,  
from the MMH Fellow Francisco Díaz (Spain)**

leveraged this model of collaboration. The partnership, in sum, has helped Ashoka grow in size, reach, and impact.

Besides the direct scope of the partnership, Ashoka has also been transformed by sharing such a long journey with a company like Boehringer Ingelheim. Through the years, Ashoka has improved its knowledge in partnership management, finetuned its offer for similar partnerships, and also identified further connections for the partnership and other programs in the organization. MMH has directly influenced the organization's activities and served as inspiration for the program Changemaker Companies. Furthermore, the collaboration with Boehringer Ingelheim has helped Ashoka better understand how to engage companies in advancing its "Everyone a changemaker" mission. Through the variety of programs developed together with Boehringer Ingelheim, the idea of fostering changemaking skills, encouraging entrepreneurial and intrapreneurial activities, and activating diverse individuals and organizations for the common good and social change have become more tangible.



***"The partnership has helped Ashoka understand how to be a better partner. It created the foundation for how our Changemaker Companies program works. [...] Now we are working with five other partners that have signed on, with the same type of partnership structure. It gave us more confidence in working with companies and taught us how to be more accountable to our partners."***

***-MMH Global Project Manager, Ashoka***

*The 10-year story of MMH is difficult to summarize in a few pages. For more stories, images, and outcomes of the partnership, please visit the [MMH website](#) and also review other publications around the work and impact of this partnership.*

A vertical branch of cherry blossoms with several pink flowers in various stages of bloom, set against a solid, clear blue sky. The text is centered over the middle of the image.

**10 principles for effective  
partnerships between  
business and civil society**

# 10 PRINCIPLES FOR EFFECTIVE PARTNERSHIPS BETWEEN BUSINESS AND CIVIL SOCIETY

One of the goals of Making More Health has always been to share the knowledge and experience gathered throughout the years. This next section presents and discusses 10 principles that lay the foundation of this collaboration and that can be adjusted and transferred to other similar partnerships. These principles are based on our extensive conversations with 19 representatives of Making More Health – from Boehringer Ingelheim, Ashoka, local partners, and social entrepreneurs.

## 1. Start from core value alignment and commitment.

The values at the heart of a partnership between a business and an NGO need to **match the independent values of each partnering organization and the organizational cultures** embedded in their regular operations. This is the basis for building a process of true co-creation, capable of overcoming the funder-service provider dynamics in favor of an eye-to-eye level partnership in which the best attributes of each partner is effectively leveraged.

Once the common values have been identified, it is equally important to build on the complementarity of the two organizations to identify a shared purpose and the common goals of the partnership itself.



### How it works for MMH

The partnership between Boehringer Ingelheim and Ashoka is grounded in the values shared by both organizations: innovation, entrepreneurship, and the commitment to create value for society.

Ashoka displays competence in creating the network and know-how to identify and to advance social innovators. Boehringer Ingelheim, on the other hand, can provide the social entrepreneurs with a great deal of experience in business development. Together, the two organizations promote social entrepreneurs and social entrepreneurial thinking in the field of health. Making More Health creates social impact, helps to find innovative business models, and benefits the two organizations and their employees.

### Tips

The co-creation approach is not a one-time message. It needs to be kept in mind and revisited at each new stage of the partnership.

### Challenges

Finding the right balance between the two MMH partners is not easy. All organizations change and constant renewal of commitments and checking alignment is necessary, especially when the partnership evolves from one phase to the other.

## 2. Foster flexibility to maintain creativity.

While there should be a strong agreement on the overall goals and principles of the partnership, a **certain degree of flexibility in processes and activities is essential to ensure that the cooperation remains agile and open to innovation.**

Flexibility concerns both the definition of what success means and the opportunities for people engaged to make the partnership their own, by bringing in new ideas and piloting new initiatives. It also implies adaptability in how the partnership is managed and organized. Flexibility can be reflected in the budget, as well as in the structure of the programs which can be designed to be able to integrate new components.

The partnership can start with a small core of basic activities and big ambitions and the confidence that its potential will unfold over time. Rather than fully planning and forecasting, a "learning by doing" approach can be essential to the successful evolution of the partnership. This enables the piloting of new initiatives not limited by pre-defined notions of success. After creating the main framework, the partnership team should be ready to "let the



partnership go" and learn from its new organic developments.

***"Something that is very special to this partnership: we have a lot of freedom to pilot, to test. Because we have a strong agreement on the overall umbrella and on what we want to achieve."***

***-MMH Partnership Manager, Ashoka***

### How it works for MMH

At the beginning, MMH comprised only of the selection of MMH Fellows. With a flexible budget, it then slowly grew to include new programs and activities. The Leadership Week at the community-level in India was initially piloted to answer the need to engage Boehringer Ingelheim's employees more concretely. It was considered successful based on the feedback from participants rather than on pre-defined criteria. It then grew to replicate in other regions and engage more and more employees. It has also innovated the partnership approach to the local context, involving new partners and inspiring the work on the ecosystem at core of the strategy for phase 4.

Thanks to the flexibility of its structure, the partnership has also grown to include a service to support social entrepreneurs, that are operated by the MMH Accelerators which operates as a separated for-profit

entity. In this case, Ashoka's for-profit arm works as a consulting company, while the Boehringer Ingelheim strategy team chooses the social entrepreneurs to support, according to whether the company wants to explore new market entries in certain regions or around certain topics.

### Tips

Stay open to the creativity and initiative emerging from the team. Their ideas can take the partnership to new places and increase its overall impact.

### Challenges

Flexibility also requires some guiding structures. The balance between these two elements can ensure that the people involved are not confused and are clear on the overall objective of the partnership. Structures help them be more on point with their initiatives and understand the overarching goals of the partnership.

### 3. The best team is the right team.

Once the idea of the partnership has been clearly defined, the relational aspect is key to make it alive and the team is essential. The partnership should seek to find a leader inside the company that can advocate for it and act like a steward increasing its visibility and impact. Other key elements are the stability of the core team, sufficient dedicated staff with enough capacity to implement the programs, and internal changemakers that contribute with their own initiatives and ideas to pushing the partnership forward.

The engagement of new people in the partnership activities is dependent upon the constant communication and advocacy of core team members for the programs. Essential for the buy-in of the partnership inside the company is the presence of an **internal leader**, who has a fundamental role in consistently promoting and explaining the partnership's programs to colleagues. Ideally, the internal leader is in a high position within the company and is willing to take risks and invest their credibility into the partnership. This is however an informal role and it can also be taken up by several people across time. What is important is that these persons have some level of influence and that they are able to shape the direction of the organization and of the partnership also in the years to come.

The partnering organizations should also seek to **keep the turnover of the core team members low**. Onboarding new people and building new relationships among the people working in the two organizations takes time and slows down the effective delivery of the partnership management. The core team members should be kept involved in the partnership on long-term, thus building common knowledge and mutual



trust and understanding that can smooth the growing process of the partnership. Moreover, while these people grow inside their own organizations, they open new doors and directions for the development of the partnership.

Ensuring that **enough staff** is dedicated to the collaboration is also key for the efficient functioning and development of the partnership. Ideally, the partnership should look for having a full-time project manager and a dedicated financial manager.

Engaging the **various levels of management**, and particularly middle management, is critical to encourage the individual participation of employees in the partnership's programs. However, finding **internal changemakers** is key to expand the reach of the partnership. Internal changemakers are employees who act as intrapreneurs within the company, developing new initiatives under the partnership umbrella and engaging their colleagues, even supporting them in developing their own projects.

#### How it works for MMH

At the time the partnership between Ashoka and Boehringer Ingelheim was signed, one of the key members of the MMH core team on the Boehringer Ingelheim side was already in a high position inside the company. His role was critical in providing extreme visibility and legitimacy to Making More Health. He presented the concept of MMH at senior manager conferences and organized dinners to discuss the

partnership with colleagues, bringing new people on board. He had to invest his own time and credibility in persuading colleagues who initially did not understand the potential of the partnership. While progressively growing inside the company, he opened new doors for the partnership. Additionally, a key member on the Ashoka side was also in a high position within Ashoka, helping to endorse the partnership with a non-profit

that might otherwise be reluctant to partner with a global pharma company.

The role of the MMH local leaders is also essential. These can be the Boehringer Ingelheim country managers, but they can also be employees from different departments. This adds the advantage of creating a diverse support community for MMH. The support for the program from the local leaders combined with the strong endorsement of an internal leader higher in the hierarchy, provides a support system that runs through the entire complex organization.

***"Discussion after discussion he created this "club of ambassadors" of Making More Health. But it took a long time, and he took lot of risk. You need to have someone who takes some risk (...) and proposes the direction."***

***- External consultant***

The core team of Making More Health has experienced both the benefits of stability and the slow-downs due to turnover. The people who signed the partnership at the global level and defined the overall framework of the partnership, both at Boehringer Ingelheim, at Ashoka, and in the organization that mediated between the two, have been steadily involved in the partnership until today. This has enabled them to build a relation of trust and mutual understanding. At the same time, while the Ashoka team has experienced relatively low turnover, this has been higher in the team at Boehringer Ingelheim. This has sometimes slowed down processes and growth of MMH.

***"It helps a lot that you have at least two people who have been in this for 10 years. Because that builds up a tremendous amount of common knowledge. But first is continuity: you have to give time to these alliances. So that the trust, the getting to know each other, the sharing of common interests is there."***

***-Global MMH Leader, Boehringer Ingelheim***



***"The leadership team that has been running MMH has always almost been the same. It's a very stable team, both in Ashoka and in Boehringer Ingelheim. And that allows us to create in-depth relationships between people. Because at the end of the day it is a matter of people connecting and fitting and sharing very deeply the same passion and ambition for that same thing."***

***- VP Changemaker Companies, Ashoka***

Promoting MMH at the country level can be challenging, especially because local offices might have their CSR activities already in place. Country managers have had an important role within MMH in sponsoring the global programs within their country context. On the other hand, employees' participation in MMH activities requires the support from their direct managers.

Boehringer Ingelheim intrapreneurial employees contribute tremendously to the evolution of Making More Health, building upon the freedom to pilot characteristic of MMH to develop their own projects and engage their colleagues.

Internal changemakers, support from Boehringer Ingelheim's management and internal leaders played a key role in the launch of the Leadership Week in India. The idea of the initiative came from a Boehringer Ingelheim employee, who was encouraged by her manager – already involved in MMH – to develop a new project. Building upon her previous experience as a teacher, she saw the potential for a new training activity for the company's employees to be developed within the partnership framework. At that point, one of the internal sponsors of MMH in a managerial role challenged her to test it first for herself, and then supported the piloting by promoting the idea among the employees working under their supervision. The project was very successful and became one of the core components of MMH programs.

*"I was convinced that if we don't do the experience ourselves, if we just invest money into social enterprises, then we will never be able to understand it well – and to innovate, because this is a big part of Making More Health [...] I was convinced that there was much more for our daily work [at Boehringer Ingelheim], how we take decision and how we do meetings, how we think about innovation."*

*– Global MMH Leader, Boehringer Ingelheim*

### Tips

Invest time and energy in building a strong team, with various skills and people that resonate with each other at personal level too. When you found that committed team, make it stay and foster its development so that it can keep supporting the partnership long-term.



### Challenges

While Boehringer Ingelheim's changemakers are extremely relevant to the spark of new initiatives, these might end up relying solely on them. To ensure the continuity and ownership of the partnership beyond certain strong figures central to shaping it, a critical mass of other engaged people needs to be developed.

Finding new internal changemakers is only possible if high numbers of employees are engaged by the partnership programs. This requires strengthening and improving the communication around the partnership and reaching out to more people within the company.

## 4. Gather strength from local communities and partners.

Besides global talent programs, projects at the local level are essential to engage people developing the partnership. These projects are also what gives the partnership relevance and strength. Employees of both partnering organizations get direct physical and emotional exposure to local communities' events and everyday reality. This helps them to **gain an understanding of the concrete challenges of their target groups and to figure out ways in which they can more effectively respond to their needs.** The focus of the projects developed at this level are the communities' needs. The partnership seeks to address these needs holistically, and through the engagement of local partners which have the best expertise in developing such programs.



### How it works for MMH

Field experience at the community level in India and Kenya has had a central role in engaging Boehringer Ingelheim's employees in MMH. The field experience of health issues enriches the knowledge of Boehringer Ingelheim's employees, going beyond the health industry and the requirements of laboratory work. Reaching out to Boehringer Ingelheim's employees with the offer to participate in these activities is therefore core to the impact of MMH, as it increases the number of people involved who also bring back knowledge inside Boehringer Ingelheim.

For local projects to continue, constant engagement with Fellows and local communities is essential. In fact, new projects developed under the MMH umbrella are usually the result of the encounter between Boehringer Ingelheim's employees and MMH Fellows' solutions or community's needs. These projects should be built on transparency, clarity of purpose and grounded in a principle of economic sustainability in absence of MMH support.

Boehringer Ingelheim and Ashoka local offices are key to enable such encounters, maintain relationship with local partners, and stimulate a sense of ownership towards the MMH projects.



### Tips

The most value such a partnership can create is the direct connection of people from different contexts and their learning processes from each other. Focus on the ultimate beneficiaries of your work and on creating contexts to directly interact with them.

### Challenges

The success of community-level projects and engagement often depends on people connecting at the local level but can also be encouraged by adjustment of the partnership's activities to the local context. This requires however significant human and also financial resources locally too.

## 5. Invest time and energy in aligning working styles.

This kind of partnership requires a lot of time and energy to be invested in aligning the different working styles of the partnering organizations. For the collaboration to be successful, a **right balance needs to be found between different organizational cultures and operational processes, at various levels of the program.** The NGO world and the business sector are sometimes very different in terms of priorities, working patterns, and manner of thinking. Although no organization can totally eliminate the influences from their work context, the organizations involved in the partnership can work toward a middle ground that suits both of their operational needs resulting in a true team of teams effort– be it efficient project management or flexible reporting frameworks. Ashoka's understanding of the team of teams organizing style is that teams get formed around specific projects and tasks based on the needs required by that project and the skills that each team member brings to the table. Teams then dissolve, regroup, change in a goal-oriented dynamic.



### How it worked in MMH

Ashoka and Boehringer Ingelheim have very different working styles. Boehringer Ingelheim, as a company, relies on hierarchy and formal processes, while Ashoka and social entrepreneurs' organizations have more room to work with a dynamic structure, agile teams, and higher risk tolerance. The partnership team must dedicate time to ensure that a good balance is found between the cultures of the organizations involved.

The same effort is required when Boehringer Ingelheim's employees and MMH Fellows want to start a new collaboration. Before concretely defining the project, both sides need to understand - often with the help of an external consultant - if there is room for working together within their organizational frameworks, and whether the form of collaboration planned works with their formal requirements.

*"You have fantastic people both in Ashoka and Boehringer Ingelheim... and because MMH is so successful you have people who want to get involved but they still have a very traditional way of working, they don't value it for its disruption. And the disruptive element is probably one of the most powerful elements for the company. It introduces innovation, social entrepreneurial thinking, particularly introduces systemic thinking."*

*- External consultant for MMH*

*"We spent something like five hours understanding what their drivers and their vision were; what my driver was and my company framework - what was the big vision of the company over the next 10-15 next years. And based on that, we started to design the project. [...] I'm not sure that anything would have happened, without the facilitator. Because for me he is the person I can talk to, to help me moving forward working with the Fellow's project."*

*-Employee, Boehringer Ingelheim*

*“The support of Ashoka is also great. We need some external points of view. We also need kind reminders that help to structure and continuously think about how we can improve the way we work and co-create. It's important to have this approach of co-building, led by Ashoka, always in mind. Because it helps us to overcome the cultural differences that we may have. And it helps us to focus on the strong common goal that we defined at the beginning. And Ashoka is always pushing for scalability and sustainability. So this helps to make the project grow in the long run.”*

*–MMH Fellow*

### Tips

To ensure that the right balance between organizational culture is preserved across the partnership activities, it is important to set the right expectations, for example on time line and resources

### Challenges

The risk that one organizational culture prevails is always present, for example when it comes to how success is measured or how the budget is invest. This can be an undesired and subconscious outcome also of the difference between (financial) power of the partners. Keeping this in mind from the beginning can help avoid diverging expectations in this regard

## 6. Think of effects of the partnership on both partners equally.

Partnerships between corporations and civil society organizations need to be mutually reinforcing, with a bidirectional transfer of knowledge and learning. Such effective partnerships need to challenge the assumption that one of the partners is there in order to teach the other partner something. **True cooperation comes from the openness of mutual learning and exchange and it can have benefic effects on both civil society organizations and corporations.**

*“I can bring this initiative into my strategy, I can allocate time and budget for that and at that moment the project can exist. For me, one of the critical success factors was to connect this project to my business because then I can justify to whomever that I'm doing that because there is the benefit for the patient.”*

*– Boehringer Ingelheim employee*

*“Boehringer Ingelheim signed a commitment to use the tools of our social enterprise in their offices. I imagine at the end to introduce them in the package of the medicines, maybe.”*

*–MMH Fellow*



“Equiphoria” organization from the MMH Fellow Helene Viruega (France)

## How it worked in MMH

At the core of the partnership between Ashoka and Boehringer Ingelheim was the wish to identify more innovations in the field of health from social entrepreneurs, as well as to connect these innovations better with the core business of Boehringer Ingelheim. The social entrepreneurs served as inspiration for how to market better services and products, but also how to better understand different target groups. At the same time, social entrepreneurs connected with local Boehringer Ingelheim teams, worked on their organizational and business models, and united forces to better serve communities.

*“I would have liked to have seen a lot more mingling between Boehringer Ingelheim staff and Ashoka staff. So for example, the Ashoka staff going to work for Boehringer Ingelheim for a year, in a role. Boehringer Ingelheim staff coming to work for Ashoka for a year. If you could even manage to have someone on the board. You know, even if he's not a voting member, where he's regularly holding a mirror up to the board and saying "Look what you're doing". I mean, it's just totally impractical, I realize this, but I think these things might be the way forward.”*

*– External consultant for MMH*

*“We really helped Boehringer Ingelheim understand fully what building alliances means, not just with the social sector, but more broadly. I think top leaders of the company have really realized that it's way beyond, obviously, philanthropy and corporate social responsibility. It's really about access to health, and in a very integrated way. So there is not the business on the one hand and the social on the other one. It's really having a holistic view. And I think that this partnership has really evolved the thinking of the leaders.”*

*– Ashoka MMH leader*

The equity of the partnership translates though also to the organizational practices of Ashoka and Boehringer Ingelheim. The elements that Ashoka contributes to the partnership – the entrepreneurial spirit, the network of social entrepreneurs, the courses, the residence programs – they all have an effect of centering the communication and work in the partnership on how Boehringer Ingelheim employees and Boehringer Ingelheim more broadly can incorporate this thinking and practices into their daily routines. This runs the risk of turning Ashoka more into a service provider that advises and facilitates Boehringer Ingelheim changes, based on its own processes and theory of change. A potential way to mitigate this risk is to also develop processes through which Ashoka directly benefits from Boehringer Ingelheim expertise: when it comes to management practices, to organizational setup and change, etc. As one of the interviewees mentioned, a residential program for Ashoka staff at Boehringer Ingelheim might be a good start for the exchange of insights to be more strongly bi-directional.

## Tips

Learning happens both ways. Focus not only on how the company can be influenced by the work with NGOs, but also on how the NGOs can learn and benefit from best practices of companies.

## Challenge

It is difficult to maintain an eye-to-eye level partnership that does not drift towards a classical funder – service provider relationship. Organizational sizes, stability, and different financial power are all elements that influence this dynamic. Addressing these points directly and honestly can ensure a mutually beneficial partnership.

## 7. Create channels for follow-up and long-term engagement.



MMH Venture4Change Event  
Nairobi, Kenya

One of the strongest elements of this type of partnership is the direct connection and collaboration of people from different organizations and fields at local level and in concrete projects. What is sometime missing and is more difficult to build are the **avenues of constant engagement after the initial projects, local exposures, and training experiences.** In order to connect the direct experiences of staff to strategy and corporate culture changes, there is need for stronger channels of follow-up after local immersive experiences and the initiation of projects in local communities, as well as for recognition of these efforts.

*“ [It’s about how to] connect the learnings to our business and how we could find a way that we develop a different business so that in the end we do our business but with different channels, strategies, totally different prices, reaching out to different customers and patients. That’s how it would be more understandable and easier for me to communicate it.”*

*– Boehringer Ingelheim employee*



Ashoka / MMH Fellow – Peter Awin, founder of Cowtribe (Right), with Head of Corporate Sustainability Development Eduardo Lioy (Left), Boehringer Ingelheim

## How it works for MMH

Boehringer Ingelheim employees have been engaged in residential programs, accelerators, local collaborations throughout the past 10 years, and some of their experiences flowed into their direct work at Boehringer Ingelheim through partnerships with social entrepreneurs, for instance. Programs such as Bag to the Future allows them to embed their projects more closely with company policy, but there is still a need for more such channels and initiatives internally. The fact that the MMH partnership has also translated from the communications department to the strategy one is also a good framework to allow for these ongoing programs and connections to develop. The main goal of advancing corporate culture can be achieved by connecting employee's projects more strongly with strategy, production, and delivery processes of their products.

*“I think what MMH is doing is really important. And the fact that they open this competition [i.e. Bag to the Future competition] as to every single employee at Boehringer Ingelheim... they just ask you what do you think needs to be done to make the world a better place. And then people just get to come up with their own project and submit it and then you have a bit of monetary awards to make it happen. I think it is such an incredible thing. And I'm just so happy that I've been able to continue my project, with the support of MMH and Boehringer Ingelheim.”*

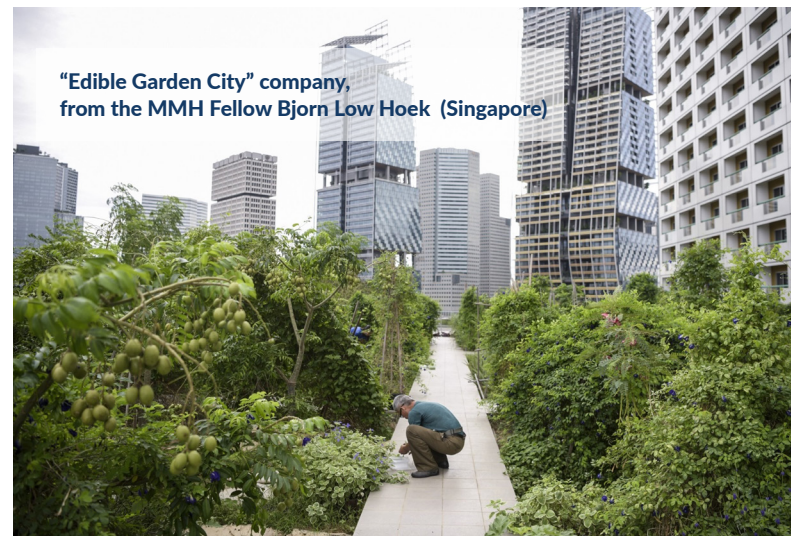
*–Boehringer Ingelheim employee*

## Tips

Develop regular internal events, competitions, programs that can safeguard an exploratory atmosphere and attitude among staff. These allow a better connection of sporadic on the ground experiences to the everyday activity of employees in both partner organizations.

## Challenge

Connecting local experiences and internal creative programs with the core business of the company and the operation of the civil society organization requires additional effort and change. The risk is always that the entrepreneurial programs and deep-dives in the field remain a “nice to have” or something for staff whenever they have a bit of spare time. For true institutionalization of these initiatives and thinking to happen, the clear and constant exchange with core business departments and the managerial level can help.



## 8. Increase the impact of the partnership by seeking new partners.

A successful partnership also entails an element of “paying-it-forward” and sharing best practices with other interested stakeholders. Also, to generate true systemic changes in a particular field, multilateral partnerships are of particular importance for coordination purposes and deep sustainable change. Thus, growing the partnership after it has reached a certain degree of stability and impact is a natural step towards this goal. However, **the engagement of new partners needs to happen incrementally and to have a strong focus on the complementarity of partners.** The onboarding of new partners, as well as managing the collaboration with them requires substantial resources and energy, especially since the goal would be to co-create with them and not just include them in the existing ideas and structures of the partnership.



### How it works for MMH

Phase 4 of the MMH partnership is focused exactly on engaging new partners and expanding the idea and activities of Making More Health also to other stakeholders in the healthcare field. The ambition is for the project to tap more into systemic areas of work by engaging multiple actors and thus increasing the impact of the ideas, experience exchange, and innovations in the field of health.

*“I think that what will be interesting is this shift in moving from a kind of a one-on-one relationship internally focused, into something which is much more externally focused. Accepting, to maybe welcome companies who are much better known [...] into our ecosystem approach. It will be interesting seeing how people react, what are the powers at play, and do they truly accept, to co-create and to share content, potentially IP, etc. with other companies?”*

*– Ashoka MMH leader*

### Tips

After reaching a certain degree of stability in the partnership, you can think about how to engage other third parties who might contribute to increasing the impact of your work. This will contribute to a more holistic approach of the field you are working in.

### Challenge

Opening up the partnership increases the complexity of coordination, alignment, and decision-making on key strategic directions and plans. It is important to identify new partners whose values and way of working already match the dynamics in place and who are already committed to a vision compatible to yours. This process also entails an element of humility and addressing issues such as the founder syndrome or reputation and ego confrontations between partners.

## 9. Communicate the partnership internally and connect it to relevant priorities.

An effective partnership requires extensive, intense, and clear communication, both internally within the partner organizations, as well as for external stakeholders. **Especially when the two organizations come from very different sectors and have different organizational cultures and processes there is a need for constant clarification, updates, and repetition of messages** so that the collaboration does not fall through the cracks of other multiple projects and topics in any organization.



Ashoka/ MMH Fellow Elisabeth Raith-Paula organization MFM (My Fertility Matters), Germany

### How it works for MMH

The clarity of the purpose of the partnership is essential for communication purposes: staff from both partners, as well as social entrepreneurs and other stakeholders involved need to have the mission and purpose of the partnership and activities very clearly spelled out, in order to increase engagement.

Many interviewees from Ashoka and Boehringer Ingelheim emphasized the need for even better communication of MMH overall. This can be done in several complementary ways. There is a need to connect MMH more clearly to other programs internally, at Boehringer Ingelheim and also at Ashoka. This will better anchor the partnership, the learnings from it, and the ideas that emerge in terms of solutions for the healthcare field and of organizational setup into the broader structures and activity of both partners.

There is also a need to communicate the strategy and structure of MMH more clearly to the extended teams of both partners. This is a challenge, as the core of the partnership has a flexibility component that makes it difficult to set up very clear traditional structures. This is also what makes it difficult for people to really

have clarity around what the partnership entails. Still, through iterative efforts to structure and communicate about the partnership the awareness around it will gradually increase.

A communication element that has been underscored was a clear communication of what each partner brings to the table and what they are doing in the partnership. This will increase not only clarity, but also visibility of the concrete added value of the partnership and avenues of engagement for other staff.

Repetition of these messages and a constant investment in high levels of communication are key in getting more people to understand what MMH is about and also how they can directly get involved.

Lastly, better communication also means a clearer connection to other movements and developments happening socially more broadly. In the case of MMH this would mean creating the more direct connection between the work in the partnership and other areas, such as the Sustainable Development Goals of the UN, for instance. Establishing this clear connection will strengthen the relevance of the work and the partnership and will add to the sense of purpose and interest of staff and stakeholders involved.

*“It needs to be more widespread and communicated clearer what’s in it on both ends and why Boehringer Ingelheim as a company should do this. This could be even more transparent. I know they’re doing what they can. In our daily routine you hear about it but that could be even more transparent. Because also when you have events with Ashoka you see the usual suspects, people who are interested anyway and I think it’s important to make it known to an even larger audience.”*

*–Boehringer Ingelheim employee*

### Tips

Communication efforts are an ongoing pillar of demonstrating the relevance of the work done in the partnership. They increase the attention that staff allocates to the program, but also that of external stakeholders that work on adjacent topics. Using established frameworks and language for your field also helps people understand better what you’re doing.

### Challenge

A partnership with a high degree of flexibility and diversity of programs can be confusing for people, as it takes more time to understand what is happening and how the program works. This can lead to disengagement in a context in which there is a lot of competition for people’s attention, time, and energy. A clear depiction of roles, activities and their concrete results require considerable resources and effort in terms of communication.

## 10. Develop a representative impact measurement framework.

As with any project and partnership, measuring its impact and results is a key component for learning and development. The question of what and how is getting measured needs thoughtful consideration. There are many possible levels of impact measurement and also many tools and methodologies that can be used. Finding the right ones and the right metrics depend on the purpose of impact measurement: it can indicate the status of the partnership, the benefits it has created, but also highlight learning from activities developed so far. **Impact measurement needs to be a result of a balancing process between the interests and measuring needs of partners involved and this requires numerous conversations and alignment processes rooted in the shared values at the core of the partnership.**

This raises the issue of incorporating in impact measurement also dimensions that are not easily (if at all) quantifiable: people’s personal impressions, perceptions, experiences, changes in attitudes and behaviors. All these, apart from concrete and specific outputs of activities (such as number of participants, budget size, products developed and delivered, etc.) play a role in the type and dimension of impact



**“Community Veterinary Outreach” organization, from the MMH Fellow Michelle Lem (Canada)**

achieved. This might require reassessment of what we find to be valuable and targeted through a particular activity. It can also mean going beyond initially established goals, as some of the most meaningful effects of a process might be unpredictable as well.

A significant challenge is to measure systemic impact, that unfolds over long periods of time and that requires sufficient longitudinal data and triangulation data to be able to assess systemic effects. To this purpose, designing and committing to partnerships over long periods of time can lead to this level of desired change.

***“Impact is actually an area in which we have been quite weak, in terms of impact measurement. We have anecdotes more on the impact on employees, less on Fellows. And that's definitely an area that could be strengthened.”***

***–Ashoka employee***

### How it works in MMH

In the case of Boehringer Ingelheim and Ashoka, throughout the partnership there has been an intense process of negotiating and reconciling different visions for impact measurement. While Ashoka is focused on measuring changemaking skills and the degree to which people identify as and act as changemakers, Boehringer Ingelheim is a health company that needs to measure strong business metrics, as well as health outcomes. There is an ongoing iterative process between partners with the purpose of aligning and creating an impact measurement framework that responds to all their needs. The basis for developing this framework remains the strong alignment of values between the partners.

As the diversity of activities and programs is very high, identifying the right dimensions to evaluate can be challenging. The MMH partnership has been experiencing a very common tension when it comes to impact measurement: that of focusing on KPIs versus on other more difficult to quantify outcomes of the partnership. The focus on KPIs stems from the business influences of measuring results and evaluating the effect projects, collaborations, etc., not only in the private sector, but increasingly also in the social sector and government. Explicit definitions of the aimed impact and a recalibration of measurement going beyond KPIs contributes to best capturing also the long-term impact of the partnership.

The results of MMH so far are manifold: connected to local communities and the target groups of the social entrepreneurs, connected to the organizations and the work of social entrepreneurs themselves, connected to Ashoka and Boehringer Ingelheim as organizations internally, and also connected to more macro developments such as contribution to the SDGs. All these levels are of importance, but the interviewees emphasized repeatedly their focus and on the social entrepreneurs and their target communities as being the most important result of this partnership. Consequently, moving forward, this dimension also needs to be prioritized and made central and explicit in the focus of both partners and the collaboration itself, as this is the main motivation for the people involved in MMH.

Another impact measurement dimension that can be tackled only at this stage in the partnership is the systemic impact one. To gather the required longitudinal data necessary to make such an evaluation takes time and after 10 years, Making More Health is in a good position to start analyzing this level of impact too.

## Tips

Let yourself be surprised by how things naturally evolve. The impact you thought you will have in the beginning can develop in different ways. What started as a volunteering program can organically turn into a leadership skills development program. Look at the bigger picture and adjust the concrete indicators set in the beginning.

## Challenge

Although impact can take various shapes and forms, it is necessary to also be able to account for basic results of the partnership, starting from number of beneficiaries up to financial metrics. A standard system of performance indicators is always useful to track developments, but the challenge is to not get trapped by that system only. Focusing on meeting the targets for the indicators can take away from the creativity and spark of seeing valuable impact in other areas more difficult to capture through indicators. A mix of tools and staying genuine and self-reflective can ensure the right direction for the partnership in terms of impact.

*“Not too many KPIs. The impact of the partnership is the outcome of the project and how successful the Fellows are, how much we have connected the right Fellows and their concepts, so not only vertical, but also horizontal. And trying always to identify the 10% most successful projects and look how to scale them up and how to roll them out more intensively. Also, what were the learnings in there that you can give to other partners, to other companies to define success and make it broader. So in a way, in addition to quantity, scale up in quality.”*

*–Boehringer Ingelheim Member of the Board*

A photograph of four hands reaching towards the center from the corners of the frame. The hands are positioned as if they are about to clasp or support each other. The background is a solid, light blue color. The lighting is soft, highlighting the skin tones of the hands.

**5 take-aways for the future of  
cross-sectoral partnerships**

# 5 TAKE-AWAYS FOR THE FUTURE OF CROSS-SECTORAL PARTNERSHIPS

The MMH partnership is an example of long-term commitment across organizations and sectors to improve global health. Its experience, development, success, and shortcomings can inspire and support the evolution of other similar partnerships across sectors. The purpose is to serve communities in a more holistic and meaningful way, as well as to create better and more prepared organizations to address increasingly complex social challenges.

*“The private sector can be part of the solution. We need to involve them. And I think this is our job as social entrepreneurs. We – not just me as a social entrepreneur but all the MMH – we have to communicate outside of this "ecosystem". Because outside of this ecosystem there are good business people too. And they need to know what we are doing. We need to spread our mission outside of the social ecosystem.”*

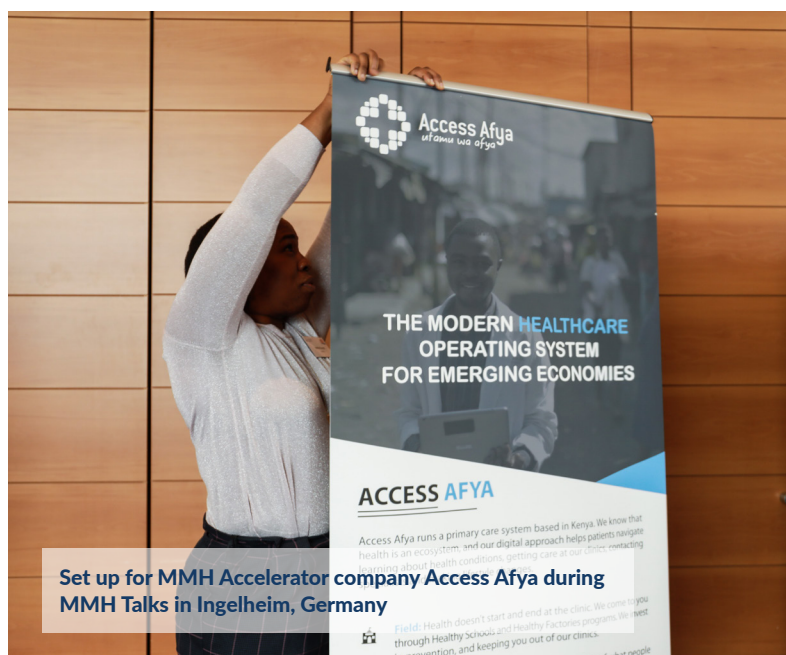
- MMH Fellow

This study was an account of many elements of the Making More Health partnership that can serve other organizations. We identified 10 principles that serve as the backbone of MMH and the main areas of learning from the program. We also highlighted some challenges and tips for how to work based on these principles and we hope that they are useful tools for reflection too.

We conclude this report by taking a step back and reflecting on what all these learnings can mean more broadly and how we can use them as socially conscientious organizations moving into the future.



Cowtribe co-founder Alima Bawah, presents at MMH Talks / Investor Event in Ingelheim, Germany



Set up for MMH Accelerator company Access Afya during MMH Talks in Ingelheim, Germany

## **1. Adjust the principles to each organizational reality.**

There is no one-size-fits-all recipe for success and this report does not argue that Making More Health has found a perfect way of designing and implementing collaborations between companies and the non-profit sector. As MMH is continuously on a learning curve and adjusting step by step, so too organizations inspired by the knowledge gained in the past 10 years need to first consider what suits their needs, interests, and way of working. It is clear that all companies have their own characteristics but learning from others and taking what you need from their experience can serve as a source of inspiration.

## **2. Think of the bilateral learning and development in the partnership.**

We need to collectively move beyond the perspective that one side of the partnership benefits the other more. We do that when we think of corporations primarily as sources of funding for NGOs, but also when we think of NGOs as being the guides that will show corporations the “right” path. At the core of the partnership should be a sincere discussion about how each partner can change for the better based on the exchange, expertise, and strengths of the other partner.

## **3. Focus on the people you are actually looking to serve.**

It is easy to get caught up in everyday challenges of managing a partnership, implementing activities, achieving project milestones and so on. The focus on the actual issue that the partnership is trying to address – such as better access to healthcare globally in the case of Making More Health – can serve as an anchor for what the goal truly is, moving beyond individual partner interests. This helps a partnership across sectors to also move beyond the tension between the effects on the partner organizations and the effects on the target group(s) addressed. Having clarity about who the ultimate beneficiaries are and how they connect to the priorities of the partnership (in case there are several groups) can help clarify next steps and future goals.

## **4. Balance structure and flexibility.**

Although flexibility is a key element in the way Making More Health has evolved, we should not underestimate the need for clarity of purpose, of structure, and of strategy to give meaning to the work. Any open, creative environment that focuses on experimenting and exploring also requires some guiding structures and rules that foster the experimentation. Flexibility does not mean chaos, just like structure does not mean boring rigidity. A mix of the two helps people feel safer and more confident in what they are trying out and preparing this setting can contribute to better motivation and engagement.

## **5. Real change takes time.**

It is difficult to trigger core organizational and system changes, both in terms of culture and in terms of processes and work style. For significant impact both in the field of action and among the partner organizations, making a commitment over a long timeframe is key. One-time projects cannot reach the degree of depth that reframing the way organizations work on health and other global issues require. Maintaining fluid and flexible teams, investing in a systemic understanding and approach of the issue addressed, and engaging multiple stakeholders on a regular basis are behaviors that through consistency and stability can lead to substantial change. The best impact is achieved not through the catchiest slogans, but through the nitty gritty daily work that requires decades of constant systematic and consistent communication, engagement, evaluation, and adjustment.

# Conclusion



# CONCLUSION

The Making More Health partnership between Ashoka and Boehringer Ingelheim has been continuously developing over the past decade. Different layers of collaboration have emerged during this time – from identifying social innovations and social entrepreneurs in healthcare and developing intrapreneurial skills of employees, to developing local entrepreneurial collaborations and accelerators for the scaling of ideas.

The journey of Making More Health does not stop here. In the next phase Ashoka and Boehringer Ingelheim look towards bringing new partners on board, strengthening the community-level engagement, and broadening the awareness and interest for MMH globally. This study serves as an intermediary taking stock of all the experiences and learnings from the past 10 years – what worked well, what are the success stories, but also what did not function and what can be improved from now on.

Our hope is that these insights and learnings can serve not only Making More Health and its associated stakeholders, but also a wide variety of other businesses and civil society organizations that work on building strong and effective partnerships. We are all still learning, but one thing is for sure: we will need more and more of these collaboration in the future.



“Fedar Foundation”, from the MMH Fellow Ricardo Cobo Diaz (Colombia)

# METHODOLOGY

This study is based on a qualitative research design. At the core of the insights are the 19 in-depth interviews conducted in October – November 2020 by the Ashoka Learning and Action Center team with representatives of Boehringer Ingelheim (board members, country managers, program managers, employees), Ashoka (program leaders, Making More Health team members), social entrepreneurs, local partner NGOs, and consultants involved in the partnership.

Each interview lasted on average 45 minutes and was conducted online or over telephone. The conversations focused on the interviewee's engagement in the partnership, the evolution of the partnership overall, its main impact and results so far, the main success elements and the main challenges, as well as suggestions for improvements from now on. All interviews were audio recorded and transcribed. The analysis consisted of inductive open coding and clustering of the data, followed by an iterative qualitative analysis process. The two researchers working on the study developed a collaborative exchange process to make sense of the data.

The research team also made use of secondary data for triangulation purposes and solidifying the insights and results of the analysis: websites, articles, other impact reports, evaluations, and publications from MMH, as well as from other interviewed organizations and stakeholders.

This study is a result of an iterative process with the project and research teams discussing at different stages the emerging themes from the analysis and the development of the learnings, adjusting language, flow, and contextualizing the results.

## Limitations and next steps

This study tells the story of the Making More Health partnerships and identifies the learning trends without claiming to have a fully comprehensive overview of all stakeholders involved in the partnership or of conducting exhaustive impact measurement analyses for the partnership. These complementary analyses were developed by the MMH team together with other partners and they support the future development of the program together with this study. The insights highlighted in the report are based on experiences of people more closely involved with MMH. Future endeavors can aim to also include people that have had more limited involvement with the program and who might emphasize additional learning dimensions. It can also involve external stakeholders, in order to gauge the effect of MMH more broadly in the field of global health. Future research can also aim to assess the impact of the partnership from a more systemic angle, thus leveraging even more the rich body of data gathered over this 10-year period.

# REFERENCES

Albani, M. and Henderson, K. (2014). *Creating partnerships for sustainability*. McKinsey & Company. (Online) Available at: <https://www.mckinsey.com/business-functions/sustainability/our-insights/creating-partnerships-for-sustainability#> (Accessed February 24th, 2021)

Nidumolu, R, Elisson, J., Whalen, J. and Billman, E. (2014). *The collaboration imperative*. Harvard Business Review. (Online) Available at: <https://hbr.org/2014/04/the-collaboration-imperative-2> (Accessed February 24th, 2021)

GRI, United Nations Global Compact, WBCSD. (2015). *SDG Compass*. The guide for business action on the SDGs. (Online) Available at: [https://sdgcompass.org/wp-content/uploads/2015/12/019104\\_SDG\\_Compass\\_Guide\\_2015.pdf](https://sdgcompass.org/wp-content/uploads/2015/12/019104_SDG_Compass_Guide_2015.pdf) (Accessed February 24th, 2021)

Making More Health. (2021). Website. (Online) Available at: <https://www.makingmorehealth.org/> (Accessed February 24th, 2021)

Stibbe, Darian and Prescott, Dave. (2020). *THE SDG PARTNERSHIP GUIDEBOOK: A practical guide to building high-impact multi-stakeholder partnerships for the Sustainable Development Goals*. The Partnering Initiative and UNDESA. (Online) Available at: [https://sustainabledevelopment.un.org/content/documents/26627SDG\\_Partnership\\_Guidebook\\_0.95\\_web.pdf](https://sustainabledevelopment.un.org/content/documents/26627SDG_Partnership_Guidebook_0.95_web.pdf) (Accessed February 24th, 2021)

United Nations. (2021). *Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development*. Department of Economic and Social Affairs. (Online) Available at: <https://sdgs.un.org/goals/goal17> (Accessed February 24th, 2021)

