

10 Principles for Effective Collaboration

Insights from the Making More Health Partnership

To address social issues on a global scale, neither social impact organizations nor for-profit companies can tackle it alone. Recognizing that we need cross-sector partnerships to achieve systemic impact, Ashoka works with companies to position social and environmental impact at the center of their business. Ashoka's Changemaker Companies initiative mobilizes corporate leaders to team up with social entrepreneurs and design new strategies for impact that do good for the world and bring value to the business.

Since 2011, Boehringer Ingelheim and Ashoka have collaborated to create the Making More Health (MMH) partnership in the field of global health. Aiming to achieve better access and quality of healthcare for humans and animals alike, the partnership connects innovative healthcare solutions with business expertise in communities around the world

Our hope is that these insights can serve not only MMH 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 collaborations in the future

In our full report, "A Transformative Partnership. 10 years & 10 principles for effective collaboration between business and civil society" ([click here](#)), we share the 10-year journey of MMH, the 10 principles for effective collaboration and offer five reflections for the future of cross-sectoral partnerships. Our full report includes case studies, interviews, and comments from key players and stakeholders of Making More health. Join us on the journey towards making more impact on the health of individuals, animals, and communities around the world!



**Boehringer
Ingelheim**

- 1. Start from core value alignment and commitment.**
By matching their values, a business and an NGO can overcome “funder-service provider” dynamics to form a balanced, collaborative partnership.
- 2. Foster flexibility to maintain creativity.**
Instead of forecasting far ahead, a “learning-by-doing” approach allows a team to grow the partnership organically.
- 3. The best team is the right team.**
Invest time and energy to build a strong, aligned team. Mutual understanding and trust will make all the difference.
- 4. Gather strength from local communities and partners.**
Employees need direct exposure to everyday reality and concrete challenges in the communities that their work impacts.
- 5. Invest time and energy in aligning working styles.**
To find a “middle ground” that suits both organizations’ modes of operation, take a “team of teams” approach.
- 6. Think of effects of the partnership on both partners equally.**
Focus not only on how the company can be influenced by the work with NGOs, but also on how NGOs can learn and benefit from best practices of companies.
- 7. Create channels for follow-up and long-term engagement.**
Developing regular internal events and programs can help keep the enthusiasm for exploration alive among staff.
- 8. Increase the impact of the partnership by seeking new partners.**
Once the partnership feels stable, you can consider how to engage other third parties who might increase your impact.
- 9. Communicate the partnership internally and connect it to relevant priorities.**
Since a complex partnership can be difficult to explain, plenty of strategic communication -around roles, activities and results- will be key.
- 10. Develop a representative impact measurement framework.**
Alongside essential measurement tools, authenticity and self-reflectiveness help a partnership stay on track towards meaningful impact.