

**Making  
more  
health**

PROGRESS REPORT 2021-2022

# MAKING MORE HEALTH

*From Initiatives to Ecosystems*



**ASHOKA**



**Boehringer  
Ingelheim**

## Making More Health: From Initiatives to Ecosystems

Since 2011, **Making More Health (MMH)** – the partnership between Ashoka and Boehringer Ingelheim – has sought to create a world where **everyone (individuals, animals, and communities) has access to 'more health'** by fostering and supporting an ecosystem of social entrepreneurial solutions addressing complex health challenges.

At the heart of MMH is the power of **social and business co-creation** to produce impact through a dual approach:

- 1) Supporting more than **120 system changing social innovators** in the field of health from **42 countries** across the globe, as well as the work of local organizations that tackle health issues, to touch the lives of **12 million people** worldwide
- 2) Fostering a **"Changemaker Culture"** inside Boehringer Ingelheim, incorporating **social and**

**environmental topics** as part of its value creation process and engaging around **11,000 employees** as key actors in this journey

Some of the 2021-2022 highlights include:

- **Tele-education for Clinicians and Leaders in Africa (TeCLA)** – A collaboration between **4 social entrepreneurs** supported and co-founded by MMH, designed to expand access **to capacity building training** for clinicians and health sector leaders across remote areas in Africa, using the methodology of **Project ECHO** partner organization.
- **MMH Accelerator** – With a collaborative approach, we continue supporting and investing in social entrepreneurs increasing access to human and animal health in Kenya, Nigeria, Ghana and Uganda. In the 2021 edition of this program, **6 new social entrepreneurs** and more than **320 Boehringer Ingelheim employees** were engaged across different stages of this initiative.

- **MMH Connect** – A digital platform created to **match the skills, know-how, and experience** of Boehringer Ingelheim employees with the **specific needs** of social entrepreneurial organizations across the globe

We know that to play a catalytic role in building a healthier world for all, we need to continue to expand MMH's unique and diverse network of actors –NGOs, companies, investors, and local stakeholders – with the purpose of advancing our **ecosystem approach**.

Now more than ever, Making More Health is committed to **pilot and scale innovative and collaborative models on the ground**, demonstrating how long-term commitment to social/business collaborations can ultimately lead to **a healthier, more equal, more inclusive world**.



*MMH goes so far beyond CSR... Ashoka and [Boehringer Ingelheim] are working shoulder to shoulder, learning and building together... This is actually us thinking together how to approach the world to 'make more health' and further spread this **mindset shift**. For 10 years this partnership has allowed us to learn how to **build changemaker skills within both organizations and others across the globe***



Diana Wells, President Emerita, Leadership Team, Global Impact team at Ashoka



*Change is never coming top-down, but is coming really from the inside and speaking to ourselves. A deep change is what has occurred to those ones who have been engaged with MMH – this is basically a transformative culture. We need to change ourselves to get to the next level of change. This is what MMH is doing, step by step, in an equal partnership*



Jean Scheftsik de Szolnok, Member of the Board of Managing Directors, Boehringer Ingelheim



*S. Wicke*

**Dr. Ilka Wicke**  
Head of Making More Health, Boehringer Ingelheim



*Christiane Wijzen*

**Christiane Wijzen**  
Head of Corporate Strategy & Consulting, Boehringer Ingelheim



*Maria Tereno*

**Maria Tereno**  
Head of Culture & Sustainability, Boehringer Ingelheim



*Arnaud Mourot*

**Arnaud Mourot**  
VP. Ashoka, Global Leader of Changemaker Companies

## INTRODUCTION

# The Foundations of Making More Health

To advance its mission, MMH is structured around three key pillars: **Social Innovation**, **Changemaker Culture** and **Cross sector Co-Creation**.

At the same time, MMH is contributing to **broaden health's horizons** towards a more **holistic** understanding, which can integrate different dimensions as well as engaging a diverse array of actors of the ecosystem.

### SOCIAL INNOVATION

MMH identifies, invests in and catalyzes a global community of leading Social Entrepreneurs.

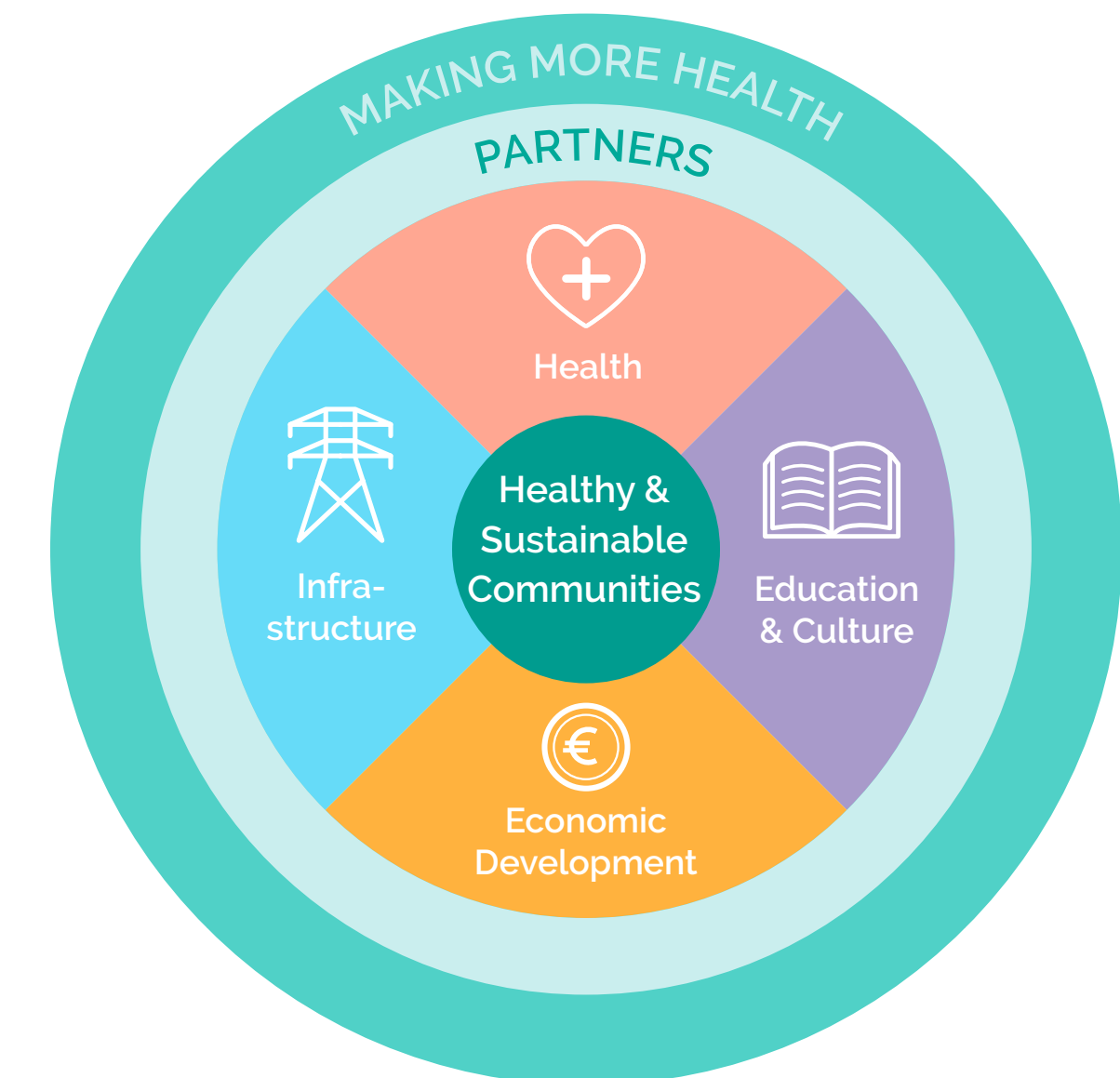
### CROSS SECTOR CO-CREATION

MMH fosters win-win collaborations across the social, public and business sectors and contributes to build sustainable health ecosystems.

## Making More Health's Theory of Change



## A Holistic Understanding of Health



#### Health

Affordability of human and animal healthcare



#### Education and Culture

Access to and affordability of education



#### Infrastructure

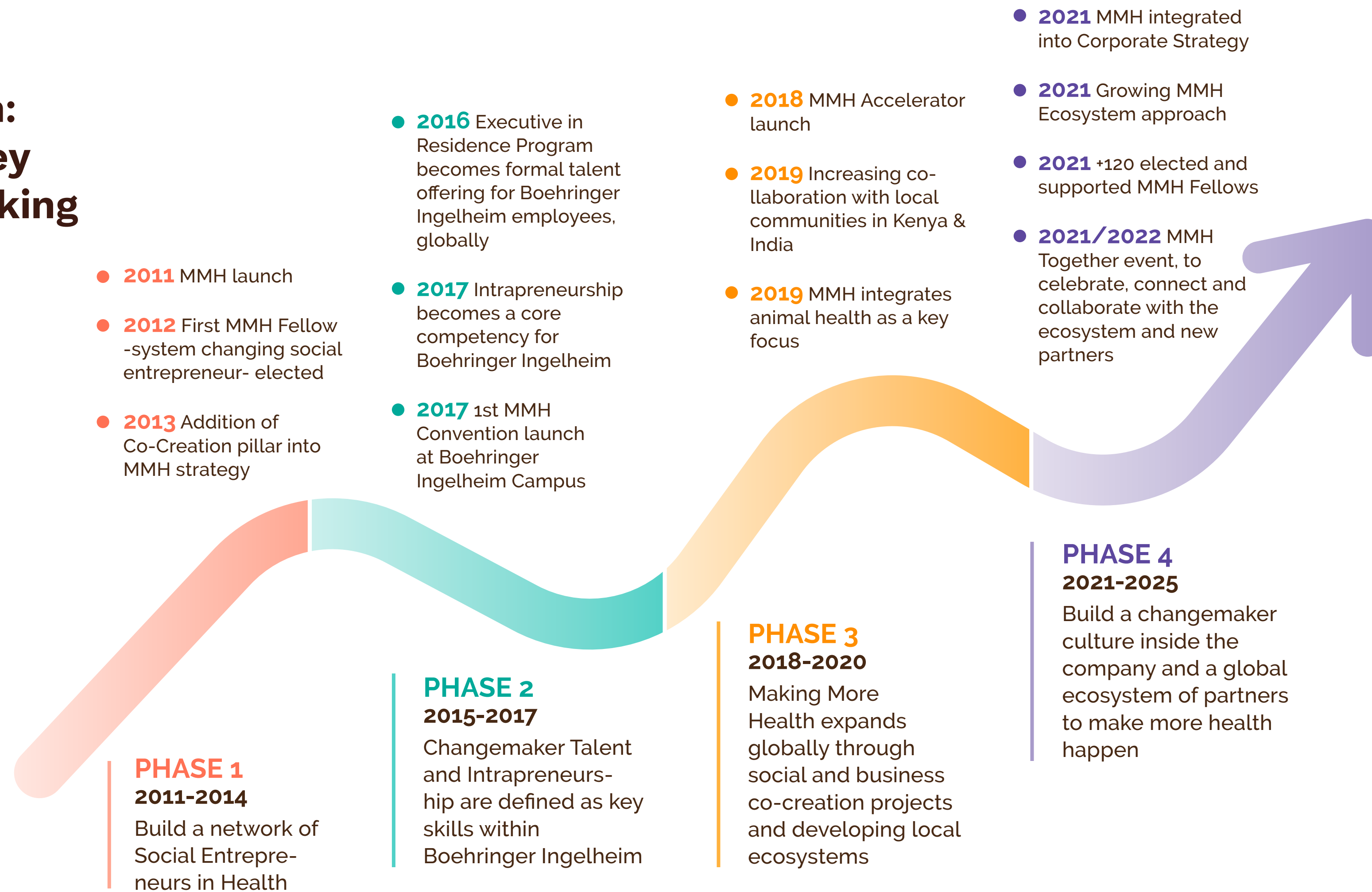
Access to healthcare, clean water, power and adequate sanitation



#### Economic Development

Sufficient income for communities and ensuring livestock well-being

# Making More Health: A Long-Term Journey towards Changemaking in Health



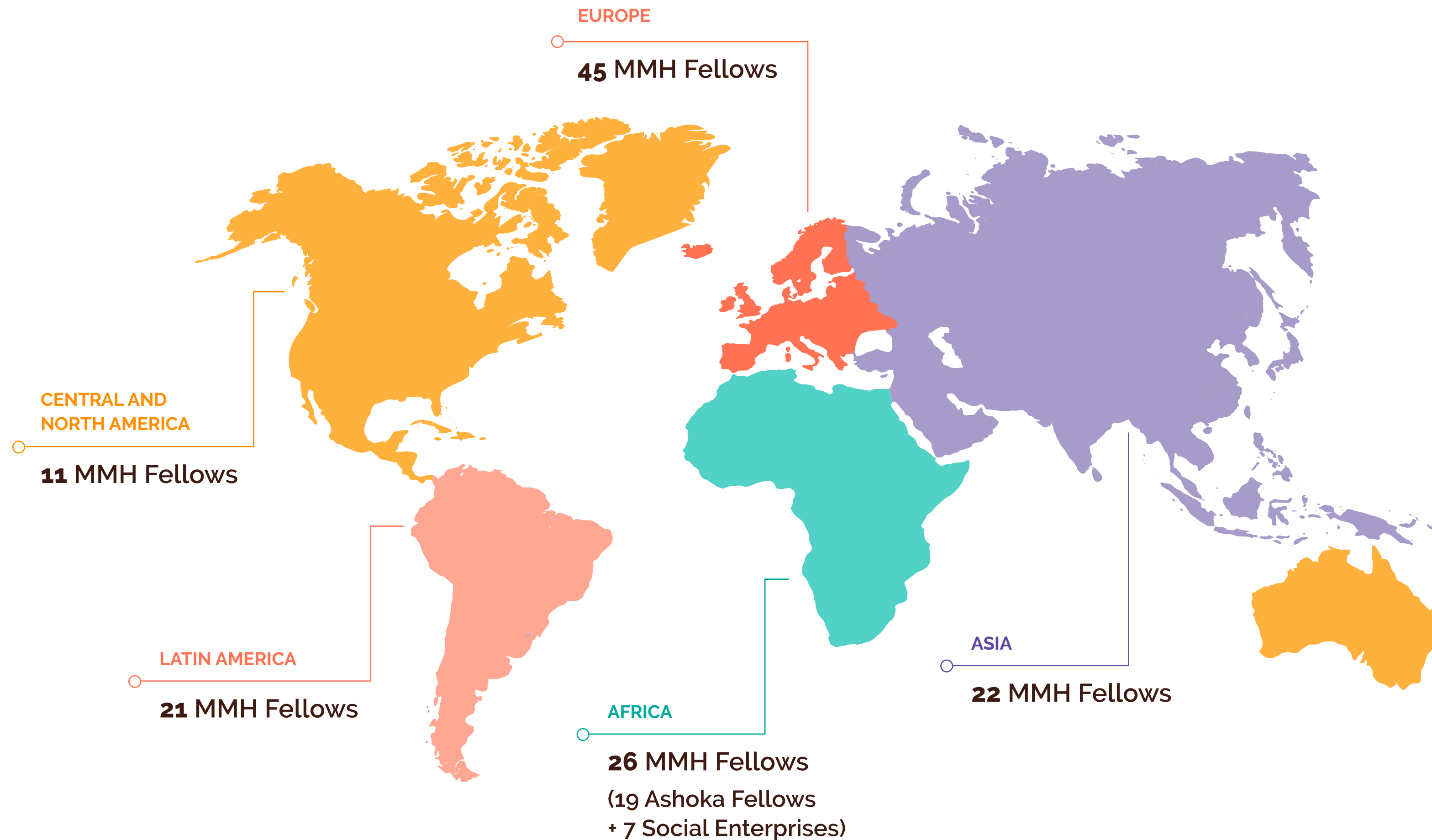
**The NOVICE/  
STARTER:**  
*Awareness*  
The company appreciates social innovation and system change and sees potential to impact core business

**The EXPLORER:**  
*Responsibility*  
The company moves beyond strategic philanthropy, articulating connection between social impact and core business

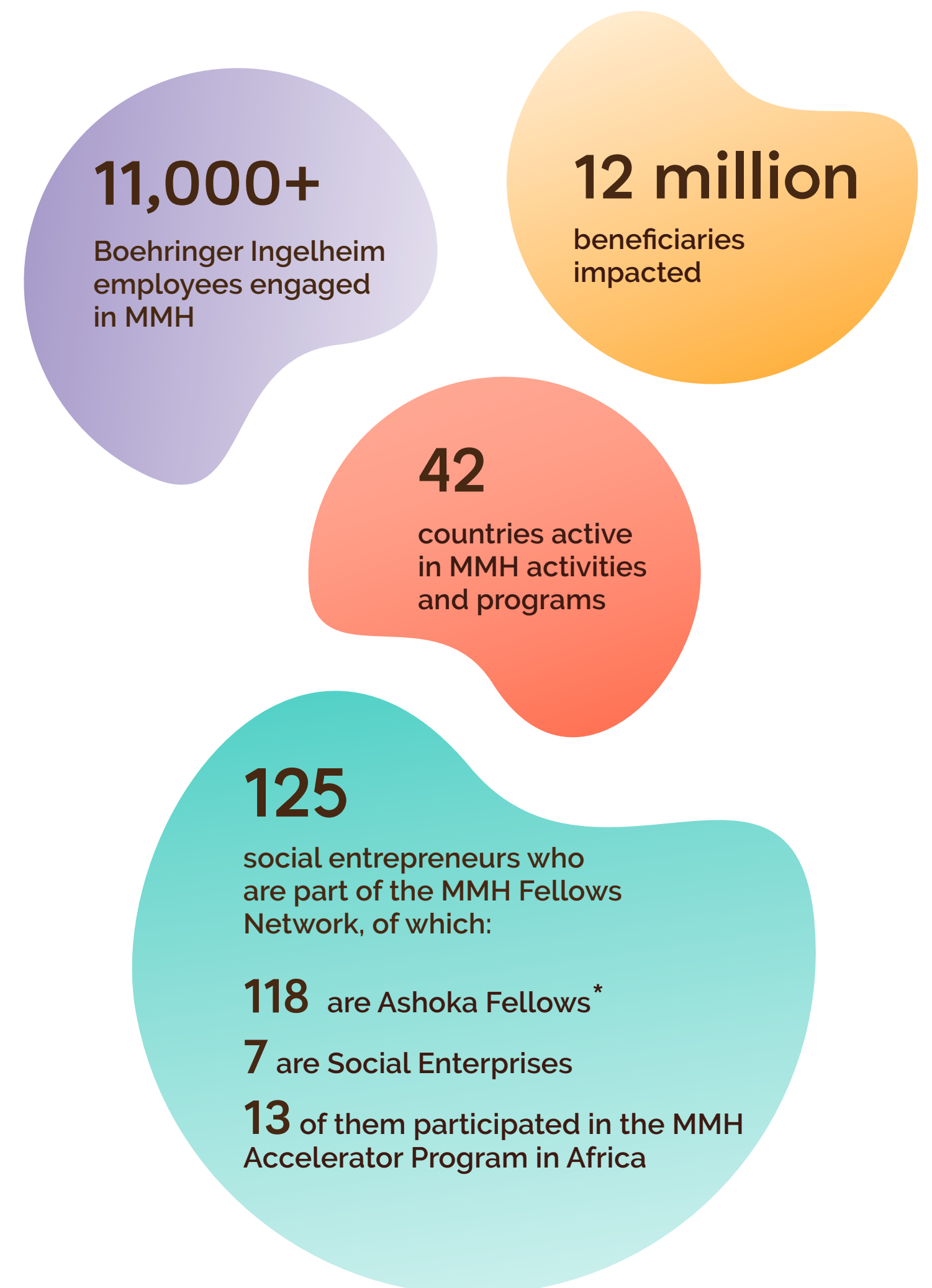
**The PIONEER:**  
*Purpose*  
The company internalizes the change and actively connects it to core business with a higher organizational purpose identified

**The CHANGEMAKER:**  
*Systems changer*  
The company is positioned as a thought leader towards changing the industry for the good of all

## Our Network of MMH Fellows Across the Globe



## The Impact of Making More Health in Numbers



\* The Ashoka Fellows are system-changing social entrepreneurs who have passed Ashoka's Venture Process (Learn more about it [here](#))

# Key Learnings of a Long-Lasting Collaboration

Since its inception in 2011, MMH has undergone a journey that has **transformed the way Ashoka and Boehringer Ingelheim conceive their strategies for creating a positive impact** in society. In 2021, in collaboration with Ashoka's [Learning Action Centre](#), MMH conducted an in-depth qualitative study to uncover **lessons learned in cross-sector collaboration**, and the implications of transformation.

Here are **10 Lessons** identified in that study:

- 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**



Want to deep dive into these lessons learned?  
Access the three formats of the report:  
[Full version](#), [Executive Version](#) and [One pager](#)



# SOCIAL INNOVATION

## SOCIAL INNOVATION

# Nurturing a Global Community of Health Innovators

**Social innovation is in MMH's DNA.** Our programs and projects unleash innovative pathways that achieve meaningful health improvements for people, animals, and communities. To reach this goal, MMH identifies, **invests in, and supports social entrepreneurs** who are addressing complex health challenges with **disruptive, scalable and systemic approaches.**

In 2021 and 2022, **8 new Ashoka Fellows**, who are leading social health innovators, joined the MMH community



**Benny Prawira Siauw**  
*Into The Light -Indonesia-*

Working with young people, universities, media, and the government to **shift societal attitude towards suicide prevention** and changing the way society practices mental health.



**José Sánchez**  
*Juntos, una experiencia compartida -Mexico-*

**Empowering people with disabilities** to develop their leadership skills, ensuring long-term inclusion in society as well as the workplace.



**Dylan Terrell**  
*Caminos de Agua -Mexico-*

Promoting access to **safe and affordable water for marginalized communities** using bottom-up innovation to deliver pioneering low-cost technologies that enable entire communities facing water scarcity to collect and purify water.



**Nani Moré**  
*Menjadors Ecològics -Spain-*

**Creating healthy eating habits** in vulnerable collectives by promoting a change in the food model through municipal public procurement targeted at sourcing fresh, local food and developing cooking and serving facilities.



**Lizzie Kiama**  
*This Ability Trust -Kenya-*

**Advancing disability rights, visibility, and inclusion of women and girls** in Kenya through the lens of sexual reproductive health and economic empowerment.



**Ricardo Cobo Díaz**  
*FEDAR -Colombia-*

**Improving access to education and employment for young people with disabilities** by replacing custodial education methods with a new, therapeutic, art-based teaching model.



**Francisco Quiñones Cuartas**  
*Mocha Celis -Argentina-*

**Increasing access to education and health within the LGBTQI+ community** by co-creating the first ever Adult High School Program where transgender and transvestite people can recover their dignity and regain a place in society outside of the marginality that characterizes their lives.



**Raúl Lucero**  
*Andar Civil Association -Argentina-*

**Embracing people who are differently abled rather than isolating** and perceiving them as burdensome by using sport as a means of integration that demonstrates the value of bringing children of all abilities together on the same team.

# MMH Investing in the Next Generation of Social Entrepreneurs in Health

In 2021, MMH supported **7** young social entrepreneurs between the ages of 17-20, who are exploring and developing their entrepreneurial skillsets in health, and who joined the [Ashoka Young Changemakers](#) global community. Some of their amazing projects include:

## India

**Sreelakshmi P** founded *Quit To Care*, a No Smoking Campaign created to raise public awareness of the negative health effects of tobacco consumption in the city of Kozhikode, Kerala.

**Zane S** developed *ExoHeal* at the age of 15, a therapeutic glove that mimics muscular motion in a functioning limb as a means of moving a paralyzed limb.

## Indonesia

**Nabila I** created *Aksi CDEF* – a movement to prevent violence and provide peer counselling for students by building empathy, fostering understanding, and facilitating freedom of expressions to ensure wellbeing.



Learn more about all our MMH Fellows [here](#)



## Communities of Practice (CoP): A Collaborative and Experimental Initiative between Social Entrepreneurs

How to address the most pressing global health challenges in a way that also includes the local particularities and actors of the system? With the goal of developing a **fluid system of shared learning**, shared purpose, and community building, three localized cohorts of **Ashoka Fellows** worked to identify and design collective solutions to healthcare challenges relevant to their regions.



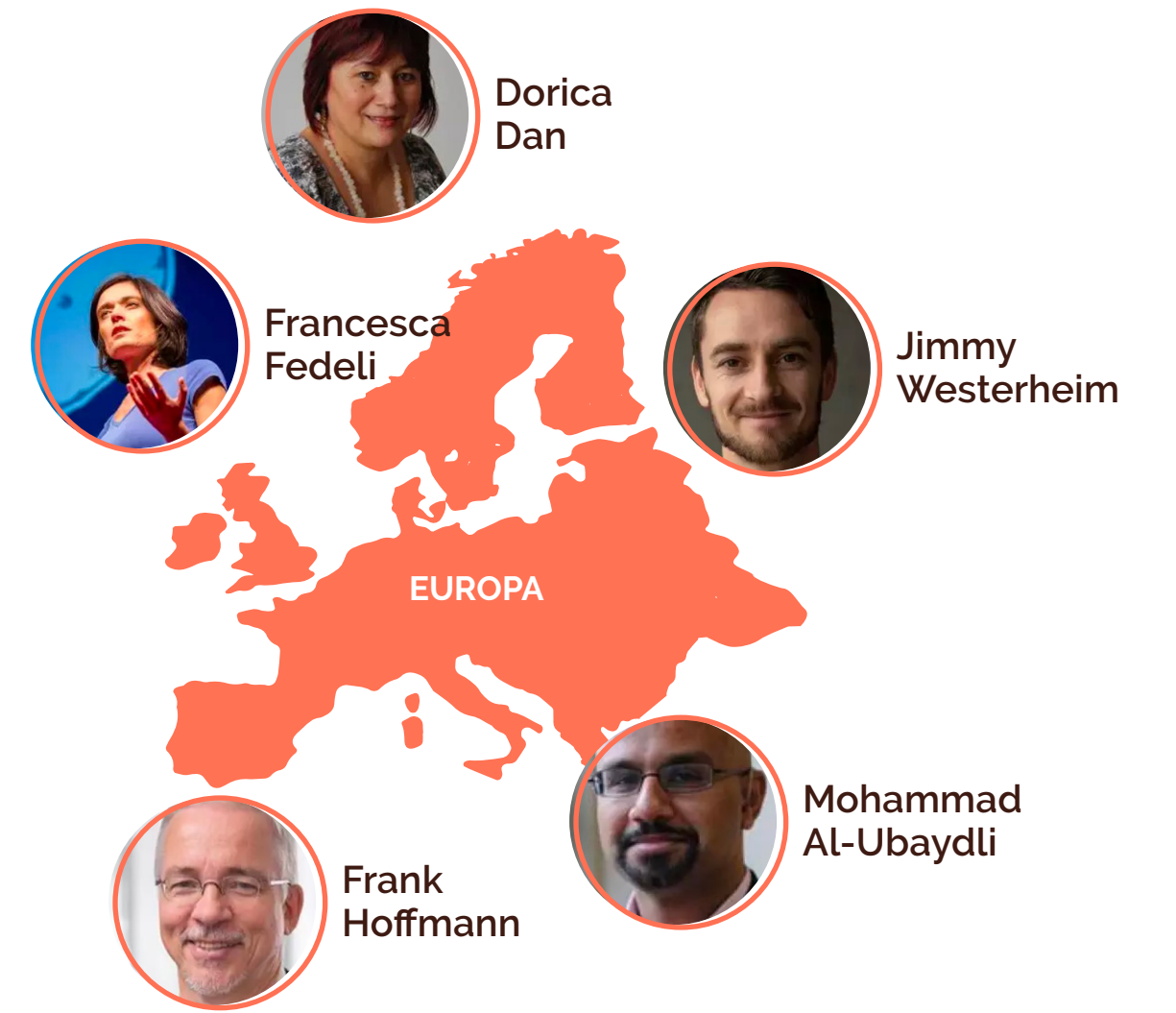
### LATIN AMERICA

This group of 5 Fellows identified the **effect of the COVID-19 pandemic on vulnerable communities**, curating resources and tools to support these groups in their struggles with domestic violence, mental health, and elderly care.



### AFRICA

This group of 8 Fellows focused on identifying and **addressing core issues affecting the efficiency and effectiveness of healthcare access in Africa in 2021**. They identified the neglect of other diseases due to the COVID-19 pandemic and proposed the production of a COVID-19 resource toolkit to address messaging needs in Sub-Saharan Africa.



### EUROPE

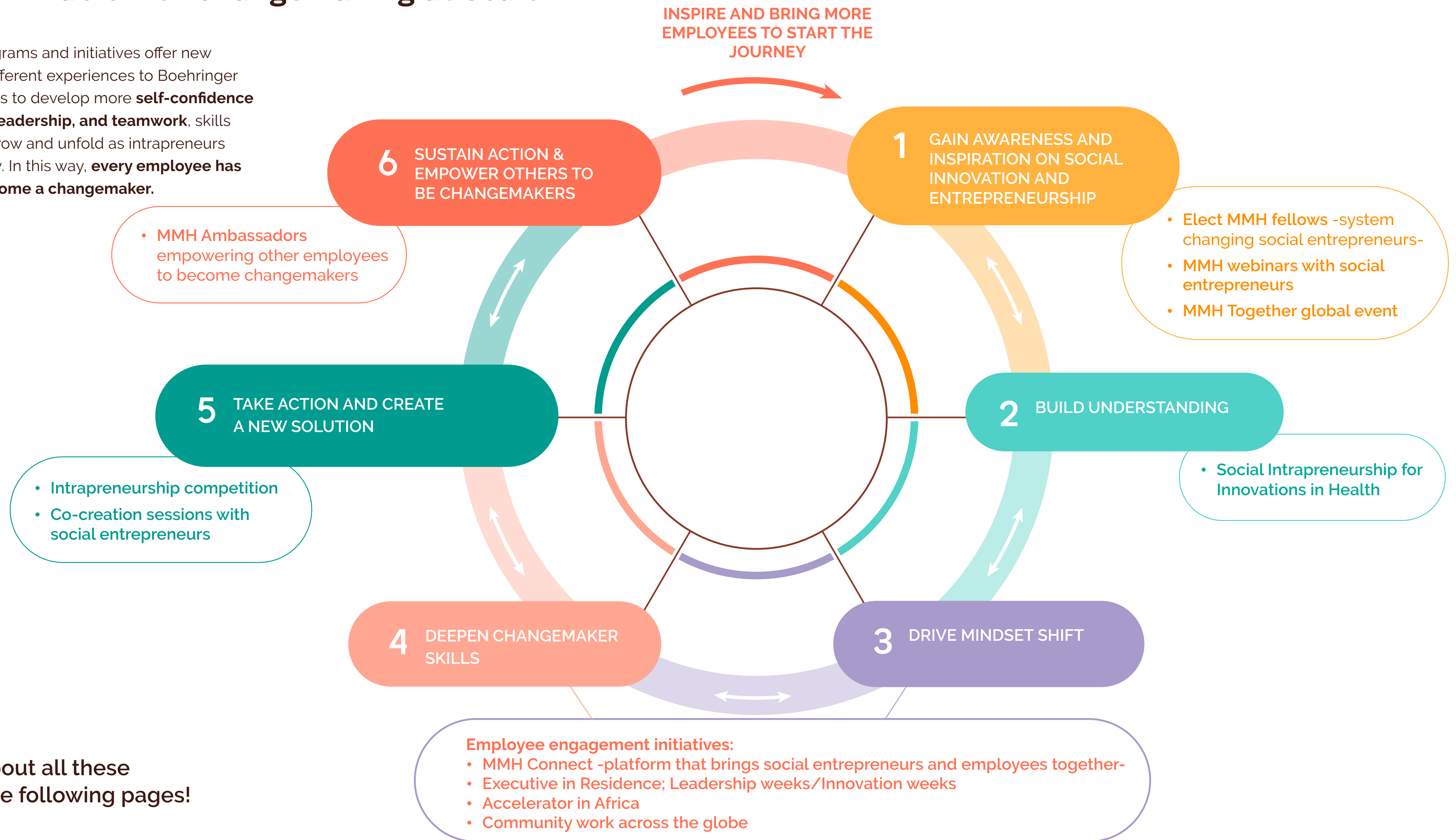
This group of 5 Fellows identified a **lack of support systems which resource and equip communities to take a leading role in their own health journeys**. As a result, they are proposing the production of a co-created policy document outlining solutions for equipping patient communities to become their own community health leaders.



# CHANGEMAKER CULTURE

## MMH as an Enabler for Changemaking at Scale

MMH's different programs and initiatives offer new opportunities and different experiences to Boehringer Ingelheim employees to develop more **self-confidence and empathy, new leadership, and teamwork**, skills that allow them to grow and unfold as intrapreneurs within their company. In this way, **every employee has the potential to become a changemaker.**



Learn more about all these initiatives in the following pages!

## A Pathway towards Intrapreneurship and Innovation: The “Social Intrapreneurship for Innovation in Health” Course

Changemaking doesn't just happen in the social sector. In fact, some of the most powerful change can occur within companies when people **bring an entrepreneurial mindset to their day job** by asking how they can positively impact society through their work.

Because MMH believes that **anyone**, regardless of their experience or job title, **can be a changemaker at their company**, the partnership has developed a six-week [Online Course](#) that gathers business professionals and social entrepreneurs to discuss **health innovations** and their deployment whilst building essential skills like **leadership, empathy, teamwork, and changemaking**.



Want to know how Boehringer Ingelheim employees are developing intrapreneurial initiatives? Check out the latest edition of the [Making More Health Magazine](#)

Here is what our course participants shared about this experience:

**99%** of end-of-course survey respondents felt inspired to **start and/or further develop an intrapreneurial initiative** in their daily business or field of work

**90%** of course participants felt the course had **strengthened their ability to be an innovator** within their company

**99%** of end-of-course survey respondents confirmed that they **now understand the business case for partnering with social entrepreneurs** as a result of taking the course

**24%** of course participants **have already taken on an intrapreneurial project** or action

*(Percentages based on surveys of the two 2021 cohorts of participants)*

**Over 3,500 participants from 65 countries in 15 editions of the course!**



*My biggest take away is a **change in my mindset** and how I approach issues and develop solutions. Instead of focusing on matters like return of investment or cost analysis or competitive landscape, I will place larger **emphasis on the impact of the solution with a goal of system change...** to really focus on the problem and how to resolve it.*

Participant from Boehringer Ingelheim, Canada



*This course has been amazing; it is interesting how we tend to always think that the only way of being a changemaker is by becoming a social entrepreneur or NGO, when **intrapreneurs, activists, and everyday people can make their own impact.***

Participant from Boehringer Ingelheim, Canada



*I have also learned that instead of focusing on our competitors as competition, we should instead look for **collaborative ways** of working with them so as to increase the impacts of **social changes** that we seek to address.*

Participant from organization in Kenya



*The course has opened my eyes to realities of actually **leveraging existing resources in an organisation as an entrepreneur.** This has been the first time exclusively learning and understanding how entrepreneurship works! As an already existing social entrepreneur I am also thinking more about "systems change" than "scalability" which I have for so long been focusing on.*

Participant from AfrikaKommt! Program / Boehringer Ingelheim, Uganda



*In my work, I'm going to be **more confident in being an intrapreneur** – in how to approach social innovation and why it's beneficial to the company. I am also going to develop relevant skills. I am active in diversity/inclusion and education initiatives within the business, so **will now look to innovate more effectively.***

Participant from Boehringer Ingelheim, UK

## Fostering High-Impact Collaborations between Employees and System-Changing Social Entrepreneurs: Executive in Residence (EIR) Program

As part of Ashoka's [Executive in Residence](#) program, Boehringer Ingelheim employees and MMH Fellows **collaborate in a mutual learning journey**: With the employees offering their skills, project management experience, and networks to support the entrepreneurs' work, while social entrepreneurs provide employees with a valuable opportunity to learn and experience social entrepreneurship 'on the ground', working on social projects onsite.

For anywhere between 3 weeks and 6 months, employees are motivated to work in an **agile and innovative environment** which unleashes their ability to **become changemakers at work**.

In 2021, the EIR program sought to foster local collaborations due to the restrictions of the COVID-19 crisis. Leaders and social entrepreneurs based in the same country were matched to maintain an **immersive experience and qualitative relationship building** between them.

Since 2010, MMH has fostered **73 EIR placements in 16 countries** and is continuing to create these win-win collaborations.

What Boehringer Ingelheim leaders said about their participation in the EIR program:

**100%** agree or strongly agree that it gave them a chance to **give/seek feedback and help in order to develop others**

**100%** agree or strongly agree that it gave them a chance to learn with an **open mind**, helping them to avoid repeating the same mistakes

**75%** agree or strongly agree that it gave them a chance to prioritize and **drive excellence in execution through collaboration**

**75%** agree or strongly agree that it gave them a chance to **deliver high quality results despite challenging conditions**

*(Percentages based on the survey of the 2021 EIR cohort)*



*Working with a social entrepreneur gives more background on how a smaller company works and **how quickly the environment changes** for them, I learned how to act in a **more agile way***  
EIR 2021 Boehringer Ingelheim leader



*The opportunity to **collaborate with a BI leader was enormous for us**. At a time of heavy transition and management changes in our organisation, his support on the digital mission we designed together but also his work with the department and the colleagues was very helpful in changing times*  
EIR 2021 social entrepreneur

## What was new in 2021 edition of EIR?

The **Changemaker Story Workshop** was launched! Boehringer Ingelheim leaders reflected on the **importance of storytelling** and why it matters for them to build teams, share new ideas, promote a healthy work culture and **manage and drive change**.



**Discover** Boehringer Ingelheim employees' reflections on their experiences of stepping into the shoes of world-leading social entrepreneurs

## CHANGEMAKER CULTURE

### A Strong Immersive Experience for Leaders to Develop Intrapreneurial Thinking: **MMH Insights in India and Kenya**

MMH Insights is a unique and **disruptive leadership program** consisting of a week in India or Kenya that takes Boehringer Ingelheim leaders out of their 'comfort zone' to develop **social entrepreneurial and intrapreneurial thinking**.

Since 2015, a total of **17 leadership weeks** have been developed in India and Kenya, engaging **380+ participants** from various countries.



### Supporting Young People to Positively Contribute to Creating a Healthier World: **Venture4Change**

With the right mixture of guidance, support, and mentorship, MMH's Venture4Change initiative **equips undergraduate university students with core changemaker skills**. With these in hand, they are more able to address and improve local problems in the field of health.

In 2021, **50 students** from MOI University, Kibabii University, and the University of Eldoret enrolled in a series of **6 workshops** focussing on social innovation and entrepreneurship, accompanied by field visits to a farmer cooperative to gain insights and test prototypes.

The mission was to **'Improve Food Security and Food Safety in Rural Areas in Kenya'**. The students worked in project teams to develop scalable and sustainable solutions that they pitched in front of a high-profile panel at the end of the program.



*Our objective is to spark social entrepreneurial thinking in young students. Generate deep insights in the target group, understand the need and then develop innovative solutions are the key cornerstones of this program*

Hilke Roskamp, Global Project Lead of MMH Venture4Change, Boehringer Ingelheim



*It was my pleasure to contribute to this wonderful learning opportunity for the students in Kenya. They were heavily engaged in the program and showed deep interest in multiple topics..*

Jan-Cassen Kraus, Trainer in the Venture4Change program, Boehringer Ingelheim



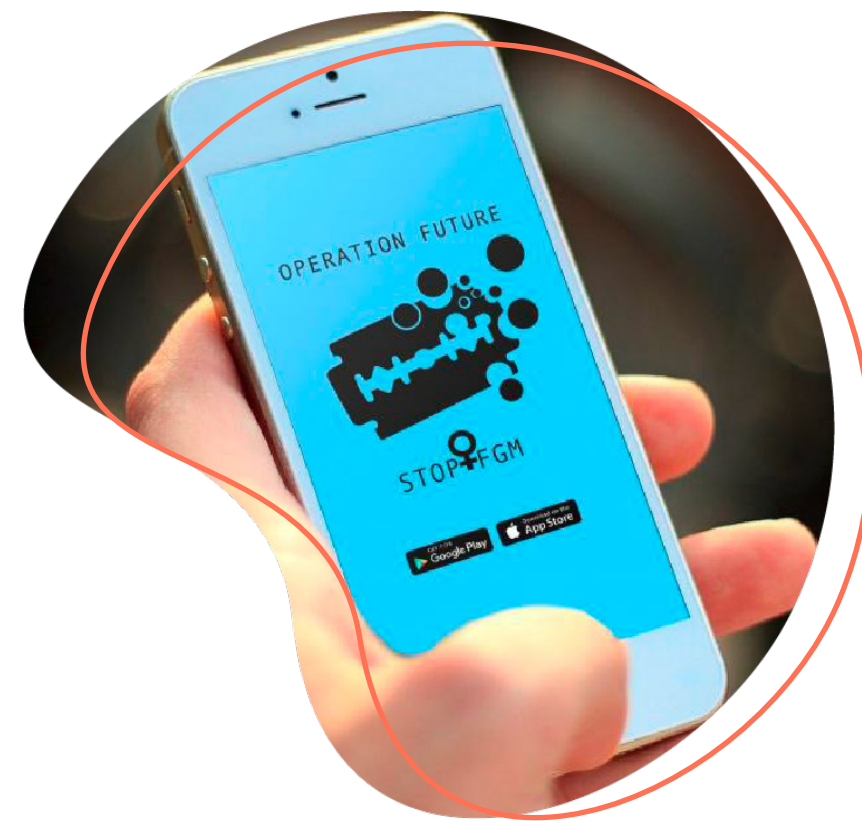
Learn more about the Venture4Change program [here](#)

## A Bag Full of Ideas for a Better Future

Bag2theFuture is an internal contest within Boehringer Ingelheim encouraging employees worldwide to act as social intrapreneurs; engage with societal challenges; and co-create with 'unusual partners' like social entrepreneurs and NGOs. This competition offers the chance to develop innovative ideas and implement them within the timeframe of a year.

Between 2021 and 2022, Bag2theFuture selected **9 finalist teams**, engaging **76 employees** around the world. Their ideas ranged from better drinking water supplies and sustainable animal breeding to educational programs for children.

Projects include:



### Operation Future



An app to overcome Female Genital Mutilation (FGM) in Germany

*I'm thankful for the possibility to do such a meaningful work beside my core tasks at Boehringer Ingelheim, and I enjoyed participating in a process from ideas and wishes to realization of the project step-by-step! The list of personal learnings is long: **agile teamwork, a wider horizon regarding social intrapreneurship**, and the techniques to create explanatory videos can be mentioned here as highlights.*

Petra Barth, Boehringer Ingelheim, Germany



### Water for life



A program to create water sources and income generation for communities in Algeria

*We are fortunate to have within the MMH team a heterogeneous group whose skills and expertise complement each other, and we need the support of as many people as possible to make this project come true. This is why we call upon any person or organization to join our group to make this noble project a reality and a success.*

Water for Life Team



### Healthy cows, happy farmers



A project supporting smallholder dairy farmers in South India

*We appreciate very much the opportunity to continue on our social project; to make it **sustainable and impactful**; and to work with colleagues with whom we have developed relationships.*

Healthy Cows, Happy Farmers team

**“** Bag2theFuture is the perfect environment to stimulate your AAI mindset (Accountability, Agility, Intrapreneurship) while creating a positive impact on society! Join forces with colleagues and experts from outside Boehringer Ingelheim and become changemakers

Carla Ramon, Boehringer Ingelheim Spain



## A Strategic Convention to Expand MMH's Ecosystem: Making More Health Together, Co-Creating a Brighter Future

This two-day virtual event focused on the empowerment of social entrepreneurship and topics relevant to human and animal health as well as social innovation. Participants from across academia, the non-profit industry and the corporate sector, came together to **engage, collaborate, and network** towards one common goal: **co-creating a brighter future**.

This collaborative event also hosted a **live studio in Nairobi** where experts from the MMH Business Accelerator Program and social entrepreneurs could meet in person.



MMH Together hosted more than **40 sessions**, engaging **800+ active participants** worldwide over the course of **2 days**. During the convention, **2 new initiatives** were announced enabling MMH to increase its impact in the future:

### ○ Boehringer Ingelheim Social Engagement

Built on learnings from the MMH Accelerator Program (from which many of the social entrepreneurs supported have now progressed to a stage where more substantial funding is necessary), Boehringer Ingelheim decided to dedicate 50 million euros to provide resources for impact to social businesses in vulnerable communities through **non-traditional financing options with a systemic thinking approach** -Learn more [here](#)-

### ○ MMH Connect

An online platform created to **match the skills, know-how, and experience** of Boehringer Ingelheim employees with the specific **needs** of social entrepreneurs and their organizations worldwide -Learn more on [page 17](#)-



*Making More Health Together is a unique opportunity for everyone to join a network and collaborate to **create solutions for sustainable change**. Driven by a joint purpose to positively impact the lives of communities around the world, we are looking forward to **new partnerships to increase our ambitions of 'more health' even further**.*

Yeleka Barrett, Making More Health, Global Partnerships Senior Manager, Ashoka



*It was an excellent event and an opportunity to interact with critical stakeholders in the animal health industry*

Anonymous MMH Together participant



*The MMH Together event will be every year an important milestone and inspirational event on our Making More Health Journey, to **bring our community** of social entrepreneurs, partners and our employees together, **creating new partnerships and networks to jointly mobilize resources and co-create innovative solutions** to address the most severe challenges the most vulnerable parts of the globe are facing*

Dr. Ilka Wicke, Global Head of Making More Health, Boehringer Ingelheim



Learn more about Making More Health Together [here](#)



Discover some insights from MMH Fellows who participated in the event [here](#)



## A platform to Foster Social and Business Collaborations across the Globe: MMH Connect

How could **MMH easily connect** system-changing social entrepreneurs with like-minded Boehringer Ingelheim employees, **enabling collaborations across sectors?** This was the question asked when developing MMH Connect: a digital platform that matches the specific needs of organizations from the social innovation field with the expertise and support of Boehringer Ingelheim employees.



You can access the MMH Connect site [here](#)



*It was wonderful to see the **openness of the social entrepreneur** and to see how fast she was learning in a new area of expertise. I was really happy to share my knowledge and experience in the BI HR context and also from my earlier consultancy practice. For both, it has been an **energetic and inspirational experience.***

Tanja Vermeer, Talent, HR Governance and Analytics, **Boehringer Ingelheim**



*For those who engage with MMH, it is not just about to develop their entrepreneurial and cultural skills, it's about **thriving on a unique sense of togetherness.** In essence, **unleash the power of we.***

Sabine Wilgenbus, Project Lead of MMH Connect, **Boehringer Ingelheim**



*Working with a BI employee was hugely valuable and beneficial. We worked agilely in a sprint regarding several HR challenges my team was facing. I learned so much and the engagement was impactful for me personally, resulted in stronger HR systems and processes for my team.*

Sarah Jefferson, Ashoka Social Entrepreneur who joined MMH Connect



*The BI employee really matches exactly the kind of support we require, we are progressing very well with him on our selected workstream. We feel satisfied with the support we are receiving.*

Salisu Abdullahi, Founder of eTrash2Cash. Social Entrepreneur who joined MMH Connect



*The platform provides great opportunities to general public who look for connections **to global social missions.** At the same time, professionals can expand their expertise*

Xinyu Liu, Animal Health USA, **Boehringer Ingelheim**

## CHANGEMAKER CULTURE

### Global Partnership, Local Ownership

MMH is designed to adapt to very different, geographical, social and economic contexts. It encompasses a common global framework with plenty of room for **new inputs and localised implementation**. This has allowed the partnership constantly to **evolve with purpose while successfully adapting to different regions**, nurtured by the power of its diverse local engagements.



### LATIN AMERICA

#### The Changemaker Journey for Employees in Latin America: Awareness, Collaboration, and Innovation

MMH Latin America's north star was to **create innovation connecting Boehringer Ingelheim's mission with its employees' purpose**. They achieved this by practising **changemaking skills** through a tailored, 3-stage framework developed in a flexible environment founded on a 'new normal' that enables everyone to positively embrace change every day.

- ✓ **2349 Boehringer Ingelheim employees** engaged in inspirational webinars on Changemaking and MMH
- ✓ **Of this total, 60 Boehringer Ingelheim employees** experienced deeper engagement through initiatives like the EIR program, Streetwise leadership training, and collaborative work between employees seeking to innovate within the company
- ✓ **5 Ashoka Fellows** were engaged throughout the process



#### Spreading Changemaker Skills among University Students: A New MMH Curriculum in Chile, Colombia, and Mexico

MMH co-designed 'Social Innovation in Health', a modular elective course offered in **3 of the most prestigious universities in Chile, Mexico, and Colombia** (Pontificia Universidad Católica de Chile -PUC-, Universidad de los Andes of Colombia, and Tecnológico de Monterrey of Mexico). By engaging partners like **Ashoka Fellows, University Professors, and Boehringer Ingelheim Mentors**, the goal of these courses is to expose university students to social innovation in health, challenging them to come up with prototype solutions that address issues related to the COVID-19 pandemic.

Using an ecosystem approach,

- ✓ **27 students total**
- ✓ **3 Ashoka Fellows**
- ✓ **5 Professors**
- ✓ **3 Universities**
- ✓ **11 Boehringer Ingelheim Mentors** were engaged



*This mentoring has meant great learning for me as I now understand the vision of young students on how to address a health need from the point of view of reaching more patients through digital tools, social networks, and networking. It has also been very enriching to **contribute with my knowledge and experiences** from the corporate world and the area in which I develop in my day to day.*

**Boehringer Ingelheim Mentor, Mexico**

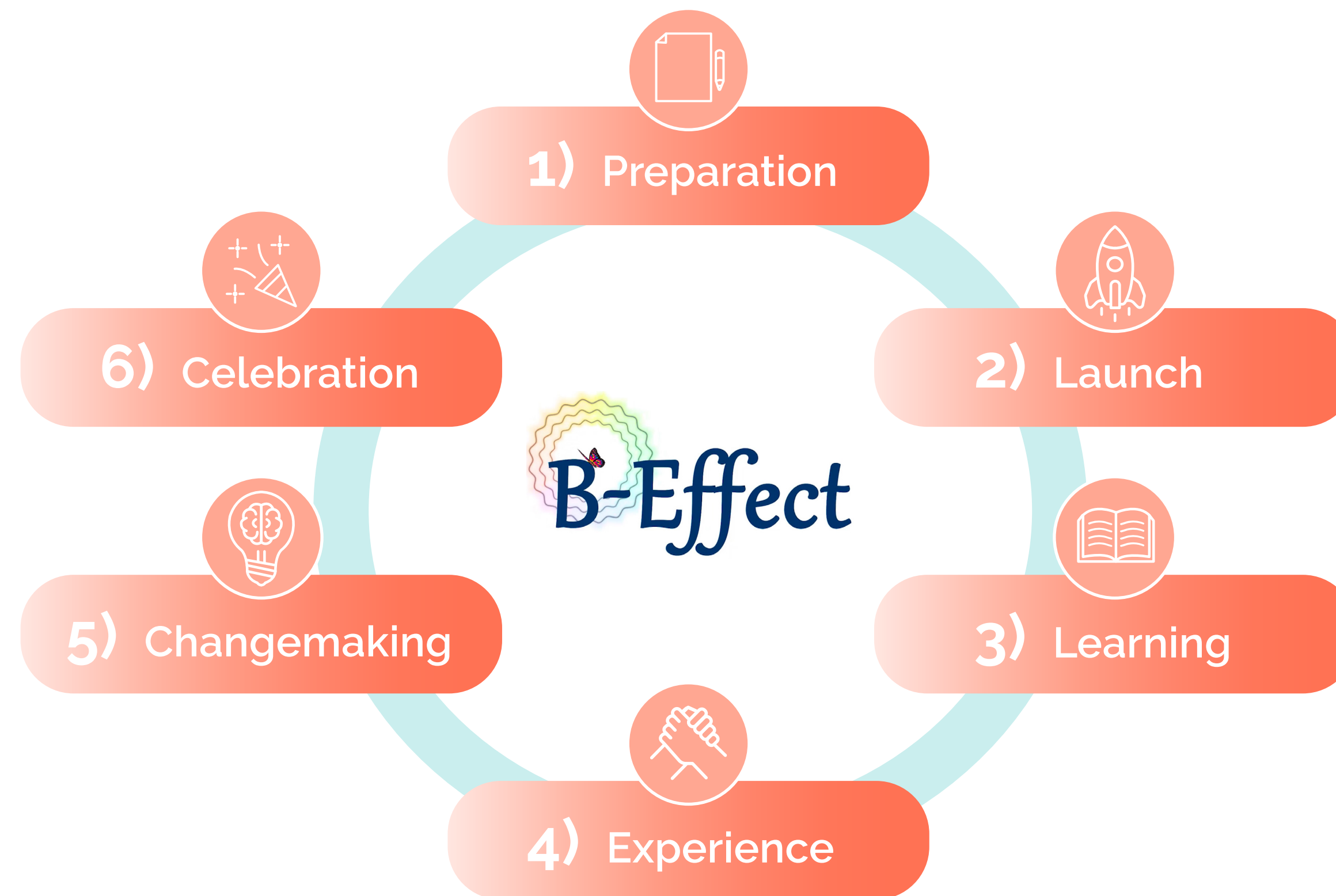


### ASIA

#### Enhancing Employee Engagement and Pride to Work for a Company with Social Commitment: Singapore's Journey

Local Boehringer Ingelheim leaders collaborated with Ashoka Singapore to **ignite MMH in Asia** by leveraging global partnership opportunities to develop a framework coined 'B Effect'. The goal? To foster social responsibility within the Boehringer Ingelheim offices across Asia as well as developing **innovative ideas through social entrepreneurship**.

After conducting a needs assessment survey with local employees, **6 new phases of engagement** were designed:



- ✓ **6 Boehringer Ingelheim local leaders** collaborated with Ashoka on the framework.
- ✓ An additional **465 Boehringer Ingelheim employees** were surveyed, of which **450** participated in the *Launch* phase, **100** in the *Learning* phase, and **30** in the *Changemaking* phase
- ✓ **4 Ashoka Fellows engaged** throughout the process

AFRICA

**Co-Creating a Model of Knowledge and Skills Transfer: *Train the Trainers Program* in Bungoma County**

'Train the Trainers Program' was the result of collaboration between **Ashoka Fellows, Ashoka Africa, Boehringer Ingelheim, the NGO GAASPP** (Golden Aged and Albinism Support and Protection Program), and **30 trainees** from local organizations in Bungoma County. The goal? Enabling skills and knowledge transfer between Ashoka Fellows and Bungoma (Western Kenya) thought leaders to **increase revenue potential and income** for farmers in the region, thereby creating a **more sustainable ecosystem for the local community**.



**Key topics of the 12-week training program include:**



**Farming and Entrepreneurship** with Ashoka Fellow **Lawrence Afere** founder of [\*Springboard\*](#)

✓ **4 Ashoka Fellows** engaged



**Water Conservation** with Ashoka Fellow **Tantoh Nforba**, founder of [\*Save Your Future Association\*](#)

✓ **106 thought leaders** undertaking direct training



**Hydroponic Farming** with Ashoka Fellow **Adebowale Onafowora**, founder of [\*BIC FARMS Concepts\*](#)

✓ **520 beneficiaries** indirectly impacted (through training by the 106 thought leaders)

✓ **3 countries** reached (Kenya, Nigeria and Cameroon)



**Entrepreneurship and Business Skills** with Ashoka Fellow **Wamuyu Mahinda**, founder of [\*The Youth Banner\*](#) and currently working with [\*Collaborative Value partners\*](#)

✓ **28 additional schools** identified for further training



# CROSS SECTOR CO-CREATION

## Social and Business Co-Creation to Increase Access to Human and Animal Health in Africa: The MMH Accelerator Program

The MMH Accelerator (MMHA) is a structured, 11-month business accelerator program where cohorts of experienced social entrepreneurs in the healthcare space are identified and provided with **capacity-building, technical, and financial support** from Boehringer Ingelheim executives and external investors. The goal of the MMHA Program is to **upscale the impact of these organizations in the human and animal health sector.**



### Highlights from the fourth edition of the MMHA Program (2021) include:

- **Expansion to Uganda** – the first social entrepreneur from **Uganda** was recruited as part of the 2021 cohort
- **Virtual investor event** – in May 2021, **5 social entrepreneurs** presented their work to 20 investors through pre-recorded video pitches
- **Strategic collaboration on impact investing** – following a virtual investor event organized by MMH, a **new collaboration emerged** between AVPA (African Venture Philanthropy Association), Ashoka, and Boehringer Ingelheim to co-create and launch a course on 'Impact Investing in the African Healthcare Space'
- **Social entrepreneurs' collaboration pilot** – MMH's first community collaboration project, **TeCLA**, was launched and successfully piloted
- **6** social entrepreneurs and **327** Boehringer Ingelheim employees engaged

### The MMHA impact to date



“Because of the Making More Health Accelerator program, CowTribe has become a sustainable and more efficient company.”  
Peter Awin, co-founder of CowTribe, Ashoka Fellow

“This Program enhances a collaboration between social entrepreneurs, Boehringer Ingelheim employees, Ashoka and external partners, which accelerates the growth of the initiatives of the social entrepreneurs and creates impact on human and animal health, improving the livelihood of individuals and communities.”

Christopher Imbaya, Sponsor of the MMH Accelerator program, Boehringer Ingelheim



Learn more about the MMH Accelerator Program [here](#)

## Fostering a Systemic Change Network: MMH's Work with Local Communities

To build a sustainable health ecosystem geared towards changemaking, Ashoka and Boehringer Ingelheim understand that **MMH has to grow beyond the founding partners**. Based on the unique needs of the communities engaged, MMH brings together the right partners – encompassing the social entrepreneurial sector and local stakeholders and companies – at the right time, in the right place, ensuring a **win-win scenario for all parties involved**.

The experience gained from the last eleven years of MMH partnership has enabled a diverse array of projects and activities across India and Africa, **connecting local partners, NGOs, Boehringer Ingelheim employees, and social entrepreneurs in the name of community-based systems change**. Now, MMH is focussing on strategically linking these projects, joining forces to increase the impact of the stakeholders involved, facilitating a **strong, vibrant, and connected ecosystem of health**.

### Some 2021-2022 Highlights:

#### 1 Launching the Social Changers Network (SCN) in Kenya

On the 3rd of February 2022, MMH organized a 'Social Changers Network' event, where more than **15 stakeholders** from different organizations and sectors (including NGOs, corporations, foundations, and social enterprises – national and international) came together in Eldoret, Kenya, to visualize, share, and communicate how a **systemic network approach** between organizations of diverse backgrounds can **create deeper, more sustainable impact for communities in need**. This collaborative event was a milestone for MMH, which helped to **build systemic thinking and acting** into the work of the MMH community on an organizational partner level, oriented around a core value set and clear vision.



#### 2 Fighting against social inequality with the MMH collaboration with SOLASA

Since January 2019, MMH has been cooperating with **SOLWODI Ladies Sports Association (SOLASA)** to develop a range of different projects geared towards raising awareness of **hygiene and COVID-19 protection**, especially in the slums of Langas in Eldoret, Kenya. SOLASA is also one of the core partners of the SCN in Kenya, **empowering women and girls** in slum communities whilst also offering income-generating activities and training sessions to entire families.

In 2021, with an emotional ceremony, the **Second MMH Center** was inaugurated. The training center focuses on **health, hygiene, and farming practices**, whilst also offering early childhood development training activities in close collaboration with the MMH Fellow **Eszter Harsányi**, founder of [Nestingplay](#).



## CROSS SECTOR CO-CREATION



### 3 Empowering women through new skills development: MMH's collaboration with CHW

Together with the local NGO partner **Core Health and Wealth (CHW)**, MMH recently began running training sessions on health and hygiene; income-generating skills; agricultural practices; and food security in **12 farmer cooperatives** with almost **12,000 farmer families**. In one such cooperative in Bungoma county, MMH Fellow Eszter Harsányi, initiated a collaboration with CHW to provide a program for mothers and fathers to learn how to **create a better environment for their children**.

*"The women are learning **new agricultural practices** to improve the health of their households and also to address **food security**. The women are also saving together to improve their economic situation. **A lot has changed**".*

Vera, member of **CHW**



### 4 Raising awareness about albinism: MMH's collaboration with GAASP

By partnering with **Golden Age Albinism Support Program (GAASP)**, MMH has successfully created **five albinism social support groups** who meet monthly to offer mental health support; share knowledge on health-related topics; and engage in economic self-development activities. Now, **30+** trained and certified community volunteers have begun training their own peers as well as those in other counties, with **7,000+** community members being trained directly, and schools and other public organisations also benefitting from training sessions.

Learn more about this initiative [here](#).



Learn more about the different projects MMH is running in Kenya [here](#)



## Joining Forces to Expand Access to Capacity-Building Opportunities for Clinicians: TeCLA Initiative

One of MMH's biggest successes of 2021 was the support and investment MMH secured in the pilot phase of a new, collaborative initiative between 4 social entrepreneurial organizations: [Project ECHO](#) (Extension for Community Healthcare Outcomes), [mDoc Healthcare](#) and [CDMS](#) (Chronic Drugs Medical Scheme), three organizations founded by Ashoka Fellows Sanjeev Arora, Nneka Mobisson and Sam Agutu, respectively; and [Jacarandá Maternity\\*](#). The resulting platform, 'Tele education for Clinicians and Leaders in Africa' (TeCLA), uses online lectures, case-based learning, best practice sharing, access to peer networks, and global resource libraries to drive shared **learning across Kenya and other African countries**, enhancing clinical skills, confidence, and knowledge share about providing specialist care to patients.

TeCLA's ambition is to reach **1 million health workers by 2030**, enabling the initiative to impact the lives of over **100 million people** across Africa.



“As a collective, we TeCLA member organisations believe that the notion to **drive collaboration and measurable, large-scale impact** in our work will have lasting effects on the capacities of clinicians, mid-level managers, and leaders across Africa.

Dr. Nneka Mobisson - Cofounder & CEO, mDoc, Ashoka Fellow

“After 6 months of piloting in 2021 and 5 months into our test of scale phase in 2022, we see TeCLA providing us (CDMS) with access to and engagement with **critical public and private sector networks** within the health sector in Kenya. This has been very strategic for our overall business model and long-term business plans.

Sam Agutu, CEO of Chronic Drug Medical Scheme (CDMS), Ashoka Fellow

\*mDoc Healthcare, CDMS and Jacarandá Maternity were part of the 2021 cohort of the MMH Accelerator Program.

## Co-Creation beyond MMH Programs: A Long-Lasting Collaboration between FEDAR organization and Boehringer Ingelheim, Colombia

After working together in the 2020 'Executive in Residence' Program, MMH Fellow Ricardo Cobo (founder of [FEDAR](#)) and Boehringer Ingelheim leader, Edison Nuñez, decided to expand their collaboration, engaging around 50 employees in their changemaker journey.

During 2021, **FEDAR and Boehringer Ingelheim, Colombia** designed innovation and growth strategies to enhance the impact of this organization, focused on guaranteeing food security both for individuals with disabilities and their wider communities and animals. Four concrete initiatives were co-created and implemented:



**Animal health:** improving FEDAR's existing milk production project through technical support and providing 500 laying hens to contribute to the sustainability of the organization



**FEDAR coffee:** supporting the re-launch phase of this project by optimizing its brand image and commercialization



**Filled with love:** raising awareness in pregnant women in rural communities about healthy nutritious practices and prenatal wellbeing



**FEDAR online:** improving FEDAR's website – a key tool for the organization to showcase its impressive work

“ *The first step in the work with an entrepreneur is to **build trust** between everyone involved, with the goal of finding solutions to address our partners' needs – not ours.* ”

Edison Nuñez, Project Coordinator, Boehringer Ingelheim

## A Long-Term Collaboration with a One-Health Approach: *Equiphoria* organization and Boehringer Ingelheim, France

Can hippotherapy, a specific therapeutic approach involving the movement of the horse, **help stroke patients regain physical and mental capabilities?** Experts have high hopes for this new treatment option – it may lead to greater independence and a better quality of life for those affected.

The recently announced **four-year partnership between Boehringer Ingelheim and Equiphoria**, the organization founded by MMH Fellow Hélène Viruega, aims to study this new approach through a unique clinical trial. The goals?

- Analyse the benefits of **neurological rehabilitation through hippotherapy** on the functional independence, physical and mental skills, emotional balance, and quality of life of stroke patients. For this purpose, the study will focus on the effects of hippotherapy compared to conventional neurorehabilitation care.
- Measure the impact of the program on the **quality of life of patients' family** caregivers who will be part of the program.

The study **is taking place at the Equiphoria Institute**, which offers facilities adapted and accessible to people with a disability. A group of patients following neurological rehabilitation by hippotherapy will be compared to a control group of patients following a standard health course. Around **60 patients** will be recruited for this trial.



“ *Knowing that improvement of patients is strongly influenced by their environment, the program aims to strengthen the skills of caregivers in order to limit their fatigue, stress and improve the effectiveness of their efforts.* ”

Hélène Viruega-Bogros, founder of Equiphoria. Ashoka Fellow

“ *This research program allows us to start an early neurorehabilitation care through hippotherapy after stroke thanks to the partnership with Boehringer Ingelheim – this is really an invaluable opportunity.* ”

Manuel Gaviria, Scientific Director, Equiphoria -research program's coordinator-



Learn more about this partnership [here](#)

## What is Next for MMH? A Future with Impact

MMH is committed to continue growing as a **global community of changemakers in health**, advancing its **ecosystem approach**. How? By engaging more and diverse **partners**, fostering **collaborations across sectors** and bringing more innovation to our solutions.

By **2025**,  
the partnership  
aspires to



Improve the lives of **30 million people** worldwide



Support **250 social entrepreneurs** working in health innovations



Engage **12,000 Boehringer Ingelheim employees** to take action as changemakers

Visit [MMH's site](#) and learn **how you can become part** of this journey towards building a **healthier world** for individuals, animals and communities around the world!

**Making  
more  
health**



**ASHOKA**



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