

# Six Tips for Building Public and Private Partnerships:

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The UPS® Foundation's Commitment to Collaboration



The UPS® Foundation helps its nonprofit and humanitarian partners strengthen their supply chain capabilities, and provides support in previously unreachable areas of need.

The UPS Foundation knows the strength of its expertise and resources—which include in-depth supply chain knowledge and employees that are experts when it comes to logistics. Because of this, it's no surprise that prior to 2005 The UPS Foundation largely focused its disaster relief efforts around shipments to affected areas. Then Hurricane Katrina hit, and the number of shipment requests grew. The Foundation realized it needed to build a framework for processing requests from customers and communities looking to ship emergency aid items.

From that point on, The UPS Foundation has been a leader in the humanitarian relief space; forging powerful partnerships, educating communities on private sector resources, and achieving unparalleled global impact with the help of its programs—like the Logistics Emergency Team, a collaboration with other transportation companies leveraging the expertise of UPS employees. The goal: to increase the ability of the sector to improve its efforts in disaster planning, relief, and recovery.

The UPS Foundation is centrally focused on the entire spectrum of the disaster cycle: disaster risk reduction, preparedness, building the capacity of humanitarian agencies, urgent response, post-crisis recovery, and public health system strengthening. All of these roll up to what the Foundation identified as its most valuable area of contribution and logistics, but each one requires a different strategy with different partners.

Here are six ways you can learn from The UPS Foundation and apply its example to your organization's own disaster management strategy. As Joe Ruiz, UPS director of the humanitarian relief and resilience program, stresses: "You can't solve big problems alone. Partnerships between the public and private sectors may take time to put together, but it is the only way we'll be equipped with the tools necessary to drive positive change and meet our global goals."

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# 1

## Take time to research and build smart partnerships.

The UPS® disaster relief and resilience program is built on four pillars:

- Strategic partnerships
- The passion and skills of UPS volunteers
- Technology, innovation, and collaboration
- The UPS global logistics network

The strategy of The UPS Foundation's partners is to enhance very specific outcomes across the spectrum of the disaster life cycle. Some focus on creating more prepared and resilient communities, while others build capacity and supply chain expertise to enhance urgent relief efforts. The Foundation also partners with organizations that speed post-crisis recovery and reconstruction to support people affected by protracted global crises.

For urgent response, The UPS Foundation works with partners like World Food Programme (WFP), UNICEF, Salvation Army®, and American Red Cross. Post-crisis recovery drives partner efforts with National Voluntary Organizations Active in Disasters (NVOAD), Operation Hope, UNHCR, and SBP to speed recovery and reconstruction. Finally, public health strengthening—with completely different goals and environments—encourages coordination with Ministries of Health in developing countries and Gavi, the Vaccine Alliance, to solve the challenge of bringing life-sustaining blood, medicine, and vaccines to remote communities.

Why is this all relevant? The UPS Foundation did not launch into initiatives or partnerships without thought. After identifying its four pillars and ensuring that efforts were guided by them, The UPS Foundation carefully identified the perfect partners for its desired impact.

Clear goals and rules of engagement were set, and visions aligned. Use the same strategy to establish your program and choose your partners, and you will achieve your goals and set up your recipients for success.

# 2

## Educate employees and provide them with opportunities to make a difference.

Most corporations face the same challenge during disaster relief: Employees want to help, yet their well-intended efforts are ineffective.



Often, organizations discuss disaster relief efforts with their teams before coordinating with local agencies in affected areas to understand immediate needs.

To avoid this issue, The UPS® Foundation established a strong network of local organizations in disaster-struck areas to connect employees with ways they can help. Instead of being encouraged to do something on their own—like starting collection drives, which are often ineffective—UPS employees can now volunteer with those organizations or donate cash directly to them. Either way, UPS employees' time and money make an impact thanks to the network and connections The UPS Foundation established.



Disaster relief education is equally important to employees. The UPS Foundation works with Safe America, using National Preparedness Month to educate its employees on the importance of being prepared for disaster and conducting disaster drills. With Safe America, employees can register their information and check in after the event.

To get your organization, business, and economy back and ensure the safety of your employees, you need to know where they are! Build your own strategy for how you'll check in with employees in case of a disaster.

### 3 Use your organization's unique insight to spread awareness.

Though it is inspiring to see people get involved and run collection drives, the truth is that there is often no way to get the items to affected areas; no one to receive them; no one to pay customs and duties; and in most cases, no one to process them and nowhere to store them. As an organization that excels in logistics and the transportation of goods, The UPS Foundation knows what type of disaster philanthropy is most effective.

Another benefit of The UPS Foundation's partner organizations: They understand what could be considered hazardous and what cannot get through customs.

The UPS Foundation partnered with USAID, NVOAD, and the Ad Council to communicate these challenges and raise awareness on how to give the most impactful items. The "Donate Responsibly" campaign can still be seen in the "Donate" section of the National Voluntary Organizations Active in Disaster website. By partnering with NVOAD, The UPS Foundation achieved three main goals:





- Alignment with its partner’s mission
- Education on a topic
- Opportunity to highlight and give to a nonprofit

Instead of encouraging collection drives, steer employees to make cash donations or volunteer with local NGOs—and maybe even set up a matching program to amplify your impact.

#### 4 Focus on long-term recovery and proactive planning.

Corporations are often under a lot of pressure to publish a press release in the immediate aftermath of disaster, highlighting their support—whether it be a large cash or in-kind donation. Unfortunately, in the rush to provide immediate funding, organizations could be leaving a gap in resources for long-term recovery.

The UPS® Foundation acknowledges this pressure for a quick response but follows a different approach in its press releases to ensure that the affected areas get the long-term support they need. The Foundation is upfront about immediate funding, but also allocates approximately half of its support to long-term recovery.

One of the four pillars that guide all The UPS Foundation’s relief efforts is centered on preparedness—and planning efforts can also help with relief and recovery when disaster does hit. The UPS Foundation has worked with the U.S. Chamber of Commerce to create “Resilience in a Box” by building business disaster toolkits for businesses in areas that are susceptible to natural disasters.



# 5

## Embrace collaboration with other organizations and governments.

The UPS® Foundation has truly excelled in building partnerships, resulting in impressive collaborative projects between multiple stakeholders. The collaborative effort with other transportation companies in 2004 has already been highlighted, but there are other innovative ways UPS has used its resources to provide relief as well.

At times, the network of transportation vehicles at the disposal of UPS can be exactly what is needed for disaster relief. After Puerto Rico was ravaged by Hurricane Maria, UPS worked with UNICEF and the governor of New York to deliver items that had been flagged as the most needed. After three air-chartered deliveries of essentials, like water, UPS shifted to ocean shipments to continue delivering other necessary items, like diapers. To date, the Foundation provided 30 flights and 100 ocean containers to deliver items to Puerto Rico.

Driving new and innovative ways to supply remote areas with medical supplies is a strength of The UPS Foundation. In 2016, the Foundation partnered with GAVI, the Vaccine Alliance, and Zipline—a drone company in California—to help the Ministry of Health in Rwanda deliver blood to 12 rural hospitals. The effort combated postpartum hemorrhaging, the number one cause of death for mothers.

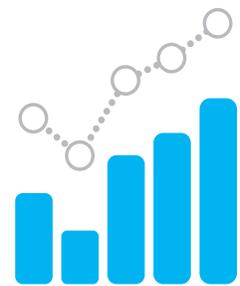
Since the beginning of the initiative, drones have completed four thousand hospital deliveries and shipped eight thousand pints of blood. In 30 minutes, doctors can expect blood to be delivered via drone—an unfathomable time frame prior to this collaborative effort. Next, the Foundation will expand the program in the rest of Rwanda, affecting 12 to 13 million people. More medicine, such as vaccines, could also be delivered through similar methods.

# 6

## Measure outcomes to find out how and where you are most helpful.

Knowing the impact of your efforts is important. It opens up funding for future efforts—like The UPS Foundation’s initiative in Rwanda—and also helps educate the public.

With global reach and numerous partners, it would be difficult for The UPS Foundation to track all outcomes itself. However, thanks to its intensive partner selection process, it has the utmost confidence in the work it’s



doing and its associated impact. The Foundation has also used capacity building training to help organizations develop key performance indicators when those measurement practices weren't in place.

Most important for The UPS® Foundation is the ability to keep up with transportation demands. Blackbaud Grantmaking™ helps the Foundation team track what has been shipped for in-kind donations, what communities have been helped, and where it stands on its budget. When three separate hurricanes hit the Southeast and Puerto Rico in 2017, this tracking enabled The UPS Foundation to fulfill more than 300 shipments in one month.

In the end, The UPS Foundation started with the knowledge of what it had to offer and built opportunities that aligned with those skills and areas of focus. Even if it is not your direct line of business, your corporation will be affected by disaster relief at some point, and you need a strategy for your response.

A huge challenge for corporations that don't have a strategy is that they want to get involved and feel public pressure to get involved, but they don't know with whom to work. Usually, a cash donation follows, which can be effective but limiting for long-term support.

Start with these questions now: What is your expertise? What needs exist? Do you have the tools (skills, partners, technology) to help? Then build your strategy, keeping the above six tips in mind. It may take time, but if every corporation approached partnerships like The UPS Foundation, we may be more equipped to face the unpredictable.

Read our white paper to learn more about the power of public and private partnership when disaster strikes.

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