



The Impact Multiplier Matrix

**Steps for Using Underutilized Resources To
Power Change & Create New Possibilities For
Promoting & Funding Your NGO**

*“The System Is Always The Way... To Faster Impact, Growth...
Ongoing Improvement...And Ultimately... A Better Life With
Greater Happiness for Many”*

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Introduction

Too many times I have watched NGO directors and managers wince as one of the members of their organization animatedly indicated their interest in offering their time to contribute to the work of their organization at the UN. Why would someone so anxious to make a greater impact at the UN turn down help from an enthusiastic supporter?

If you are an NGO with a volunteer program in place in your UN office, then you know the incredible value of having volunteers—and you know that they do not come “free.” They take time to recruit, educate and manage. And this is why many directors wince at the thought. But the pain is there because they know (or simply suspect) that the value of having volunteers would be worth it IF ONLY THEY HAD ENOUGH TIME AND RESOURCES TO GET THEM UP TO SPEED on the specialized knowledge and awareness that volunteers need to help (and not inadvertently undermine) their NGO’s activities at the UN.

A Balancing Act

Yes, it’s pretty much a given, that NGO representatives feel the enormity of the task facing them to engage diplomats and UN officials in the intergovernmental environment—and make a significant impact. And part of the pain is knowing how many little things need to be done to make and strengthen relationships in that environment take an inordinate amount of time. And having well trained volunteers helping with all the little, BUT ESSENTIAL time consuming tasks such as:

- *hand-delivery of invitations, reports, newsletters, etc.*
- *delivering follow-up thank yous and photos*
- *building ongoing relationships with support staff in key missions and UN offices*
- *helping staff registration desks and support for events and meetings*
- *supporting relevant NGO committees*
- *doing the research of people, documents, places and resources needed to be on top of all the latest information relevant to your NGO’s area of expertise*

- *keeping Missions and other databases up-dated*
- *provide reports and updates for your NGO's headquarters*
- *...and much more.*

Add to this the instantaneous recognition of the time and training resources it takes to “prepare” a volunteer to not only be capable of working in the UN environment, but perhaps even challenging—the awareness that if the volunteers and interns are not properly oriented, it is so easy for them to unintentionally create problems for their NGO’s UN agenda.

So the UN office director/manager finds themselves in a horrible catch 22. NGO directors are:

- ❖ Desperate to get help with many of the tasks that kick an NGO’s UN presence up a significant notch and that make the difference between meeting diplomats here and there and being able to engage meaningfully with their missions—the “little things” that need to be taken care of to provide the kind of support needed to effectively work with and influence decision-makers but...
- ❖ Already totally overworked and cannot imagine taking time away from what they are doing to do a proper job of training, orienting, coaching and managing volunteers and interns to get them to a place where they can contribute and not only cost time and money with little to no return on that investment for the NGO’s UN mission.

So when individuals approach them either to volunteer their time specifically for a particular NGO, or to connect a young college student eager to intern with an international NGO at the United Nations, and having an influx of intelligent youth is highly desirable for the future of the organization, the NGO directors/managers often glumly say “thank you very much, but we don’t have a place for volunteers and interns at the moment.”

While this is thoroughly understandable, (and frankly, I have found myself in that bind myself at different stages over my years at the UN) it is not the only way to

respond. Now this "problem" can be resolved and turned into a powerful opportunity. And really quite simply.

If you have an agenda at the UN (or anywhere else for that matter,) and you wouldn't mind some additional help from volunteers and interns who in turn, will also naturally strengthen your organization, then these are the steps that can be taken... AND you will see, that there are some unexpected and quite significant side benefits from going this route. These "side benefits" alone may for some, be worth implementing this strategy!

Of course, if you currently have no specific agenda or intention to expand your scope of influence through outreach, developing meaningful relationships, doing additional "recon" and finding and connecting with decision-makers or getting your NGO's agenda known farther afield, supported and funded, then I suspect you are simply not reading this :)

So let's get started with the three simple steps.

Step #1

Deciding, Planning & Communicating

In this report I am assuming that your NGO already has some specific objectives and goals in mind. You have a mission and are now looking for opportunities, ideas, tools and/or systems that you can put to use to leverage the impact you are already making in the lives of those you serve. You want to leverage this good work and make it available to help more people.

Assumptions

So I am going to assume you have a plan. At least a basic plan for influencing decision-makers at the UN. Analysis of these strategies and exploration of other ones are not being addresses here, but often, NGO directors and managers can benefit from case studies and discussions amongst peers, but this is not what is the focus of this report. Here, I am assuming you have a plan and you are already adept at communicating your basic mission and agenda and we are dealing with the issue of getting additional support for this work during this ongoing time of economic challenge.

Here we are looking at what is needed to utilize volunteers and interns to power some of the change that your NGO seeks... to show that it is absolutely within your reach... and how you can massively grow your effectiveness if you decide to be committed to working with volunteers.

TACTIC 1: If you are looking for ways for you and your team to hone the communication of your NGO to decision-makers, do take a look at the *Advocacy Algorithm Express Course (Mindset Module)*. It is a free, three-part mini course packed with powerful influence-wielding steps that when implemented, will massively increase you and your team's ability to work with decision-makers. Work through these step-by-step videos with your team and you will shorten the journey to your goal while increasing the influence you can have. You (and your team) can get free access to it here: <http://www.ngo-academy.org/nonmember/>

I am also assuming that you know the multiplier effect on your work when you have a team of trained, intelligent and aware people who are serious about furthering the work of your NGO or simply getting some experience with international NGOs in the UN environment. Again, for the purpose of this report, I am taking awareness of this as a given.

The First Step

So the first step is really mostly about taking a decision, one that you can result in a quantum leap for your NGO's work at the UN (or your NGO's advocacy and outreach efforts.) That decision is to utilize volunteers and interns.

Now while this report is starting with this place of decision, I realize that you may not, in fact, have made that decision yet. You may need to see more reason for making such a decision. You may need to read more of this report before you are convinced that the effort it takes to recruit, train and manage volunteers and interns really is what the right thing for your current circumstances. So recognizing that in fact, you may still be mulling this point over, for the sake of showing how this all plays out, what you need to do and how you can go about implementing this strategy, I will again, assume that this is in fact the first step. And this first milestone has been reached. You have made this decision.

In the end, however this decision gets made, however long it takes or by whatever means, this decision is made, it lies at the heart of step 1. Once this decision is made, it's like water down a hill. Many things will flow, and flow naturally. And what happens from here on in will affect the specifics of the impact within the UN environment, your advocacy capacities and, when done right, your social media presence.

You weren't expecting that were you! I doubt you were expecting to find that there can be significant social media benefits that help expand influence and integrate new ways to fund your work when you decide to take on volunteers and interns! But this is no joke. Nor do these efforts detract from your work. It is almost a necessary investment in people that naturally results in the expansion of your organization's influence and impact when done properly!

Sure, there are things that get in the way of water flowing downhill, and so that's where step 2 and step 3 are intended to help clear a path in your mind's eye that you can use to simplify and make totally do-able what may otherwise have been untenable is what we are doing here in the next steps:

In short the biggest part of step #1 is to make the decision to build and work with volunteers and interns in your UN or PR efforts.

TACTIC 2: *Working with volunteers at the UN or anywhere, is not only a smart thing to do in today's economic environment, it may be THE only realistic way you can expand your NGO's work in the midst of today's challenges. So do read on to see how simple it can be to forge a team that can significantly power your NGO's efforts*

Step #2

Train & Coach

Yes, this is the next step and probably the one that stalled most of you dead in your tracks. Just thinking about it may have set off the “inner conflict” alarm buttons because so much of what you are about is enabling people to develop themselves and at the same time, help move your agenda, program and services forward—and not being able to enable the very people who are anxious to help is a horrible feeling.

But put that thought on hold for a minute, at least the thought ... “I just don’t have enough time to do this myself, nor do I have anyone else to call on to do it or to manage the volunteers.”

Yes, to create an effective team does take investment. But NOT as much as you think, and not when you analyze the payoff for a small change in your current routines. And not today when:

1. There are now online training options that can save you hours, days even weeks that it would take for you to get it all together to train your volunteers. For NGOs who know that it is not a simple task to educate and orient volunteers so they are up to speed and ready to work in the sensitive and complex international and intergovernmental environment of the UN, we have training courses that take care of this for you. PLUS if your NGO doesn’t have the funds to provide the training free for your volunteers, many volunteers/interns will be willing to pay the \$37.00 themselves for the 10-lesson “UN 101 for NGO Volunteers and Interns” course that the NGO Academy offers. It is shamelessly inexpensive for the comprehensiveness of the training provided.

And again, many volunteers will be prepared to pay for their own training if they are given the chance to work with your international NGO at the United Nations. Of course, plenty of NGOs are also more than happy to offer this training to their volunteers as their way of saying “thank you for making a commitment to this work

at the UN.” But not all have even a small budget for this.

This **UN Training 101** can be found here: <http://www.NGO-Academy.net/un101/> This one was put together *specifically for training volunteers needed to support their NGOs at the UN*. It is not only comprehensive (there is the UN101 section, a segment on UN Diplomacy and also one on Advocacy & Team Development,) but it is geared toward the specific knowledge needed to act intelligently “on the ground” at the UN and not only to “know about” the UN.

There are other programs out there mostly associated with universities that may be considered by your NGO and recommended to your volunteers. You simply need to decide what basic training you want your volunteers to get.

TACTIC 3: *By having a clear training program you want for your volunteers, their completion of this training also helps weed out those who volunteer but aren't actually serious enough to do what is needed to be a great volunteer at the UN from those who like the sound of “working at the UN” but aren't serious enough to learn the sensitivities and nuances of NGO diplomacy.)*

2. Investing in Volunteers is an Investment in Your NGO's Future and In Your Mission:

The time that you DO end up investing in managing and coaching a team is usually an intelligent choice of your time, a choice that can be leveraged any number of times depending upon the complexity of the work you need done to support your NGO's efforts at the UN and the number of people you end up on your volunteer team. The key point here is to realize that YES, you will need to invest your time. And YES, you are investing in a way that will get you back far more time than you spend that will enable you to work on the more critical elements of your mission PLUS the additional resources of the volunteers themselves will end up creating opportunities that you weren't even thinking of or hoping for. There will be side-benefits that you weren't expecting that can open doors and create the basis for new relationships that you weren't even dreaming about.

3. Investing In and Developing a Team of Volunteers Expands Your Leadership

Capacities: This opportunity for leadership, for building a network of dedicated people and for increasing your impact through this enlarged team, especially when you also tap into the native resources of today's youth and their ease of functioning in a socially networked world. And that's where we come to the next step where as we get into the "meet and mobilize" you also utilize your interns and volunteers existing networks and facility with social networking to put your NGO's online presence on steroids!

TACTIC 4: *By having a clear training program you want for your volunteers, you can use this as a first step for screening volunteers. After all, not all those who want to work at the UN are really suited to the work. And finding ways to ascertain if they will contribute to your organization's work there or actually create problems (including wasting unreasonable amounts of your time "cleaning up" is an important step to build into your plan of managing your volunteers. By having them completion this training helps you discover those who are:*

- *Willing to work with you*
- *Ready to do what is needed to be an asset to your team*
- *Capable of working in the nuanced and sensitive environment of the UN*

It is a simple reality that there are people who like the sound of "working at the UN" but aren't serious enough to put in the time to learn the basic but specialized knowledge needed to be effective at the UN.

Step #3

Meet & Mobilize

This is where things start to get really exciting. This is where your hopes for your NGO's impact in an intergovernmental environment start to take shape and shift from being intangible assets to tangible outcomes right in front of your eyes. This is where you start to see the activities initiated earlier turn into a real team of volunteers who begin to “get what you are doing.” Next they extend the reach of your NGO's agenda in ways that you probably didn't even think of, and sometimes even hope for! You are now able to build your social capital in the diplomatic environment. Powerfully.

Now there are many facets of building an effective team. They do need managing, perhaps something you didn't do before. BUT the payback is really fast. As you meet with them, and invest in them, as they learn more about the specifics of your work and get out into the Missions and connect with more committees, help with research, help with the routine tasks that used to take you days (or you simply never did them because you didn't have time,) their value becomes very clear. And you are also able to develop new goals because of the human resources now available!

PLUS... if you are working with young people, those who know nothing of the pre-computer era and are now barely thinking in terms of computers, but more in terms of social networking, mobile devices, droids, iphones and ipads, you will begin to see that you now have available to you, a new reach—through social media.

So even if you only end up with one or two volunteers, you can begin to start tapping their native facility with the social networking world. Now even if you already have a social media strategy in place, the very fact that you have more people working with you means that you will most likely be able to get the benefit of their social networking!

TACTIC 1: *With all the shift to social media that is increasingly fast-paced, those NGOs and non-profits NOT out there in the mobile world may as well NOT EXIST.*

The best way to get yourself out there, where appropriate, is to tap into the native talent of today's youth and their understanding of mobile social media. If none of them are experts from the development side—help that person learn so they can help take your social marketing and online advocacy to a whole new level.

By giving a volunteer specific learning goals you help them learn and gain experience that goes on their CV PLUS you get your NGO out there and part of the online social networks.

Sure, interacting in the world in this manner is not everything. But it is another dimension that if not tapped, leaves all the more people untouched by your work. And to many of today's youth—and not only youth—if you are not online, not part of the social networks, if you have no presence, you virtually don't exist!

Now imagine for a moment, that you specifically brought on one, two or three young people to develop your NGO's social media outreach...

Do you think this might give you a larger audience to address? To education? To activate? To get support? To develop new fundraising options to augment your existing ones?

Now it might not be adequate to provide you with all you hope for in terms of funding and public support. BUT you will be well on the way to building a foundation for increased activism, shaping it appropriately according to your NGO's needs and work, and even building a new base for some funds.

In short, as you engage, educate and mobilize people, then with this newfound influence in other's lives, you will also begin to see new ways to fund aspects of your work.

People generate money. They don't "find" it. They don't "have" it. They get it. They procure and then utilize it. But the people come first. And people with a mission are **agents of action.**

De-bunking the Biggest NGO / Non-Profit Myth

So now, perhaps un-be-knowns to you, we have begun to address the biggest NGO myth that exists... the myth that you will hear roll from so many mouths:

“If only I had more funds,
I could do so much more.”

But funds are *NOT* the real issue. The truth of the matter is that as you **do what is needed to gather people and make a difference in their lives**—not only as a provider of services BUT as a **change-leader**, educator and mobilizer, then you will find ways to tap more money because you have access to more people and *THEIR* network of contacts. Without perhaps realizing it, you will already be “**doing** so much more.”

So there you have it. Quietly, almost silently we looked at and blew away the biggest myth of non-profits and NGOs—not enough money. Because the real issue is: **can you speak to, influence and mobilize people.**

Ok, so I only really touched on this myth indirectly and rather lightly. But I think that if you followed the train of thought of this report through from the start to the end, you will find that you now have in your hand, in your understanding, the biggest lever you could have to making a difference in the lives of those you seek to serve AND in the lives of those who are willing to work with you on this mission: **The truth about NGO fundraising.**

True, we arrived at this conclusion rather quickly and without a thorough explanation, but that’s for another time.

Meanwhile I did give you some very practical steps that you can start taking today, beginning with the consideration of the fundamental decision to be made (outlined on page 4) that can catapult your work forward. And these steps include:

1. **Decide** to form a volunteer/intern team. Plan for it.
2. **Making sure that you screen and orient your volunteers** to make sure that being a volunteer is the best thing for them and for you. And one of the easy ways to help with this is by requiring them to complete some kind of training as a requirement for being accepted onto the team.
3. **Educate your volunteers about the UN** (using resources designed specifically for this such as our online training program for NGO representatives at the UN—the Advocacy Algorithm—if you don’t already have your own in-house ways to train people on the UN basics)
4. **Educate your volunteers about your NGO’s work and international agenda** (something they may not know even if they have been a member or supporter of your NGO for many years.)
5. **Develop a plan for your outreach team** (or whatever you want to call the team) to expand your **social media work** so that you can both increase the scope of your influence and build a larger base of people who can be tapped both for support and funds. Remember, those who feel strongly about your cause are also those who are more likely to support with their energy and their dollars.

Making Headway

Ok, so on one hand, this report is only scratched the surface of NGO leadership and high performance for civil society leaders in a globalizing world. But on the other, we provided a very specific strategy for making a massive difference in your growing work at the UN / intergovernmental meetings or advocacy where you want to influence decision-makers.

1. This report **focused** on:

- ❖ How to tap the underutilized resources of volunteers and interns in challenging economic times (so you can do more with fewer resources)
2. This report **referenced and gave you access** to a resource that provided:
- ❖ Successful strategies and tactics for influencing decision-makers (Advocacy Algorithm Express Course or the “Mindset Module”: www.NGO-Academy.org)
3. PLUS it at least **introduced you** to the simple myth-busting truth that **people make/generate money** and that educating and influencing people is what will “make funds available.”

Therefore:

- ❖ To make the impact you want, to succeed at your NGO’s mission means that in addition to the specific activities you pursue, you also need to take initiative to hone your skills as a change-leader in a globalizing and networked world.

So, How Can You Best Use This Report?

- Read it
- **CHOOSE** and **USE** at least one (preferably some) idea
- If you decide to use the strategy outlined for make massive impact at the UN (or wherever you are targeting decision-makers), use this content as a starting point for outlining your plan to your colleagues and the volunteers themselves
- Get more of your own staff and team on-board so they can help develop this strategy as colleagues and not just as others to be “pulled along,”
- ...And keep an eye out for other reports that take up some of the points mentioned in here in greater detail.
- Go right now to www.NGO-Academy.org/nonmember/ and sign up for FREE membership. There you get access to a very powerful free “Mindset Module” that will get you (or help you plan for your volunteers, interns and trainees) how to prepare for being effective in advocacy at the UN.