

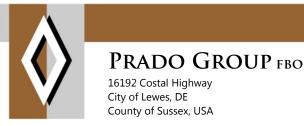
16192 Costal Highway City of Lewes, DE County of Sussex, USA

Cover Letter Guidelines

"As water reflects a face, so a man's heart reflects the man." - Proverbs 27:19

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Instructions

Please be advised that the following text identified as blue lettered, italicized and <u>underlined</u> are active hyperlinks embedded in this document. Click on each hyperlink for access to preview/download each document. Your understanding of this material is essential to your operational effectiveness, and your growth and development within the social network exchange of registered G&MU Opportunities and resources made available to you.

Introduction

Your cover letter is an important contribution reflecting what's really important to the project's Principal and his/her management team. It should bring clarity of thought and convey the vision and mission of the company and how it can solve complex problems in today's dynamic and changing world. It should also reveal to G&MU's due diligence's team the window of opportunity and market sectors that Principals seek to socially impact for the betterment of mankind.

Include in the introduction, your identity and your relationship to the company, the corporation's legal name, the amount of funds requested, the business' legal status, and number of years in business.

G&MU will continue to expose you to a broad spectrum of material in the coming months to prepare you to effectively communicate your answers to five (5) simple questions. The process of answering them produces strategic insight for your organization, and a completed report clarifies intent and results for your current and future stakeholders. This section provides information that can help you and your Beneficial Organization develop a compelling cover letter.

We invite you to review:

- > An explanation of the following Five Questions to assist in the content for the letter's body
- Guidance, collected through our testing and development, about how to create an effective Charting Impact Report.
- A Glossary.

The 5 Questions

The operative word is "Impact." G&MU stands in the gap to help the emerging fourth-sector economy by providing a common format for social enterprise to articulate clear goals, coherent strategies, and helpful performance indicators. We seek to facilitate a deeper understanding across various marketplaces for sustainable growth and kingdom profitability. The five questions focus on corporate: goals, strategies, capabilities, indicators, and management team. Central to the concept of Social "Impact" are the following five questions that can serve as a catalyst to help generate cornerstone documents for the transmission.



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1. Goals: What is your Beneficial Organization aiming to accomplish?

Clearly and concisely, state your organization's ultimate goals for intended social and humanitarian impact. Identify the groups or communities you aim to assist, the needs your work is addressing, and your expected outcomes. Articulating your organization's long-term goals will help others understand your mission and how it fit within your overall plan to contribute to lasting and meaningful change.

2. Strategies: What are your strategies for making this happen?

Describe your organization's strategies for accomplishing the long-term goals (7-15 years) that you cited in your short-term activities that serve as important building blocks for future success. Explain how these elements strengthen your organization's strategic approach.

3. Capabilities: What are your organization's capabilities for doing this?

Detail the resources, capacities, and connections that support your progress towards long-term goals. While describing your organization's core assets, identify both internal resources (including staff, budget, and expertise) and external strengths (including partnerships, networks, and influence) that have contributed to, or will contribute (in the future) to the accomplishment of these goals. Also, state how do you plan to mitigate risk and compete in your market sector?

4. <u>Indicators</u>: How will your organization know if you are achieving milestones?

Explain key qualitative and quantitative indicators of your progress toward your intended impact. In addition, identify key milestones (what are your interim targets) and when you expect to reach these benchmarks that signal progress and success? Also, include a description of your assessment and improvement process: the qualitative and quantitative methods you will use to monitor key indicators and how your organization will use that information to refine your efforts. According to your Pro Forma, when should you reach your breakeven point?

5. <u>Management Team: Does your management team have the necessary skills</u> to fulfill your vision?

Explain how your management team and their unique capabilities has demonstrated progress toward your long-term goals. Is your management team and Board of Directors properly staffed with members of a servant leadership paradigm? What are the unique skills your team members have that make you and your company exceptional, providing the job-set skills needed to excel in your niche market?



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Guidance

The five questions that are at the heart of your cover letter are quite simple. Though each is short and direct, answering them can provide insights that strengthen your organization. The cover letter allows a variety of audiences to clearly understand the difference you make (or intend to make) in your community (i.e. donors, program recipients, volunteers, allied organizations, and the general public).

This guidance format has been developed to assist you, but is not restricted. Please keep in mind that your published cover letter should represent your organization as a whole and sufficient time should be invested in the adequate preparation of data and documents, writing and rewriting, and keeping it simple.

1. Prepare

The Principal should complete the entire G&MU Impact Assessment Process and the G&MU Know-Your-Customer Process to acquire a good understanding of your organization's purpose and progress. The most effective cover letter will have simple and concise language making it easy for the average reader to understand. Your first impression and introduction of your project must be inviting.

Some organizations have found that having a strategic plan in place prior to submitting an application enhances and helps to facilitate their ability to answer the five questions. Also, the use of the G&MU assessment tools and resources can greatly assist in the process and evaluate to see whether your business entity is ready for submittal to G&MU.

In preparing to write your letter, we suggest the following:

- 1. **Read Ahead:** Consider the five questions and other needed supporting materials carefully. You may also want to download a copy to review with your colleagues.
- 2. <u>Assemble Key Data:</u> A good cover letter pulls together information that is typically found in many separate documents, including mission and vision statements, strategic plans, targeted market, market analysis, market risks, unique proposition, breakeven point, program descriptions and evaluations, management team description, and other materials with internal and external explanations of your work.
- 3. <u>Draw on Key People:</u> Invite contributors or critiques from across your organization, including those responsible for programs, evaluations, communications, development, and strategic planning. Multiple perspectives can strengthen your process and the resulting document.

2. Write and Review

Even though one person may be selected to actually write and construct the letter, we encourage key stakeholders to get involved and to respond to the five questions. After this has been accomplished, the Principal, and the writer can review the final draft making sure that it is properly written and grammatically correct. Developing a cover letter is an opportunity to refine your organization's approach to impact.



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3. Keep it Simple

The objective of a cover letter is to translate a thoughtful and strategic internal process into an effective document for external communications to others; therefore, as you write, keep your external audience in mind. Perhaps some will already be familiar with your industry; however, others will not.

Research has shown that readers by far prefer reports that are concise, direct, and specific. In a world of many competing messages, short is better than long; therefore, the recommended format for your cover letter, Executive Summary and other related documents encourages brevity and clarity. The response to each question is limited to 750 characters (including spaces ... about ¼ or quarter page).

It will be important to state your key points clearly and succinctly, followed by the most critical information to support them. We strongly suggest a few additional effective writing techniques.

- Use simple declarative sentences.
- Be clear. Don't ask the reader to guess what you mean.
- Be concise. Include only necessary supporting information.
- Be specific. Use numbers and examples, where possible.
- Use commonly understood language. Avoid jargon (remember the Grandmother Rule ... don't write anything she wouldn't understand).

Glossary

In order to make sure the questions are answered properly, the following definitions have been provided to support the explanations of the *Five Questions*.

Indicator

What the organization measures as a basis for assessing the extent to which it is achieving its goals.

Long-term Strategies

Broad approaches your organization will deploy to accomplish your long-term goals. These methods are implemented through concrete short-term activities. For the purposes of your cover letter, long-term strategies and goals should be aligned to reflect cohesive factors for all moving parts at similar times.

Milestone

A specific point that is critical for your organization to reach to ensure that you are on course to achieve your desired outcomes. Once your organization has decided what indicators to track, a milestone provides an interim target based on that indicator. Milestones may range from short-term to long-term, as an organization charts its progress toward its long-term goals.

Short-term Activities

What an organization does to implement long-term strategies and to move in smaller increments toward accomplishing of long-term goals. For the purposes of your cover letter, short-term activities identify events or actions that will happen within 1 to 2 years.



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Short-term Objectives

A concrete and measurable step toward long-term goals. These objectives can be related either to developing the capacity of the organization (in terms of performing your short-term activities or harnessing your resources), or to enhancing the outcomes of program activities. For the purposes of your cover letter, short-term objectives reflect the activities in which the organization will undertake within the next 1 to 2 years.

Outcome

The effect of an organization's actions upon an activity or program, to produce a desired result. A description of an organization's results should reach beyond the output of its activities to effect changes in conditions, behaviors, or attitudes designed to contribute to the lasting social and humanitarian impact. The results of such input should be the accomplishment of achieving milestones that indicate progress toward the organization's long-term goals.

Output

The direct effort, work, resources, and concrete product of program activities, in terms of volume of work completed or services delivered to facilitate change.

Qualitative Information

Descriptive information about activities, events, and/or behavior that the organization tracks as measures of progress toward near-term objectives and long-term goals. Qualitative information focuses on evaluation by observations, interviews, document analysis, focus groups, or reviews by stakeholders, clients, donors, or volunteers.

Quantitative Information

Measurable, quantifiable information about activities, events, and/or behavior that the organization tracks as measures of progress toward short-term objectives and long-term goals. Quantitative information strives for precision by focusing on things that can be counted (measured), through such techniques as questionnaires, tests, standardized observation instruments, assessments, or program records.