

GLOSSARY

501(c)(3) Organizations that are nonprofit entities to which contributions are tax-deductible to the extent permitted by law.
Also Known As: Tax-exempt Status

A

Action Plan A detailed plan for an organization or a project describing who will do what, by when, to make what changes happen. It may also note the resources needed, potential barriers or resistance and collaborators or communication lines that need to be active. An action plan guides you to your dream through “do-able” steps. You can then rely on this plan to know what actions you should take day by day.

Active Clients For microlending programs, this refers to the number of clients with loans outstanding on any given time. For programs focusing on training and technical assistance, active clients are those who continue to receive services on a regular basis from the microenterprise organization.

Advisory Board/Council/Committee An "Advisory" Committee functions like any committee of the governing board. It may be created for a specific purpose as a means of assisting the governing board in its work. Advisory council members have no legal responsibilities; have no vested right to serve; and may be removed at any time. The effective advisory committee most often restricts its role to studying an issue or researching a specific topic and then providing advice and feedback to the organization's governing board.

Annual Operating Budget An itemized listing of the amount of all estimated support and revenue which an organization anticipates receiving, along with a listing of all estimated costs and expenses that will be incurred in the operation of the organization over one fiscal year.
Also Known As: Annual Budget

Annual Report A voluntary report issued by an organization that provides financial data and descriptions of its programmatic activities. Targeted towards the organization's stakeholders, annual reports vary widely in content, format, and size.

Articles of Incorporation A document filed in a U.S. state by a corporation's founder(s) stating the purpose, place of business and other details of the corporation. This legal document creates the corporation when filed with the appropriate state governmental agency.

Award An award is financial assistance that provides support or stimulation to accomplish a public purpose. Awards include grants and other agreements in the form of money, or property in lieu of money, by the Federal Government to an eligible recipient. The term does not include technical assistance, which provides services instead of money; other assistance in the form of loans, loan guarantees, interest subsidies, or insurance; direct payments of any kind to individuals; and contracts that are required to be entered under procurement laws and regulations.

B

- Baseline** Information collected before or at the start of a project that serves as a basis for planning and/or assessing subsequent progress and impact. Impact assessment is also facilitated by similarly researching a comparable control site or group. Conducting such a "baseline study" legitimizes project evaluation.
- Benchmarking** The establishment of quantitative standards with which to compare the performance of institutions within a given industry or sub-sector of an industry. A benchmark can also refer to the standard against which all similar institutions are compared.
- Best Practices** Best practices are interventions based on clinical opinions or open clinical trials. They are practices for which either no randomized clinical trials have been conducted or there are insufficient numbers of studies to allow for a claim of consistent scientific evidence. (SAMHSA)
- A program develops a best practices handbook to set standards of practice which will include administrative rules, guidelines, policies and procedures, as well as performance indicators and historical performance levels, including program elements such as client training and technical assistance, credit analysis, underwriting criteria, portfolio management, staffing, and general loan fund administration. The same holds true at an industry level, e.g., best practices for US microlending.
- Block Grant** A block grant is a type of mandatory grant in which the recipients (normally States) have substantial authority over the type of activities to support, with minimal Federal administrative restrictions. The basic premise is that States should be free to target resources and design administrative mechanisms to provide services to meet the needs of their citizens. SAMHSA administers two separate block grants: the Substance Abuse Prevention and Treatment (SAPT) block grant and the Center for Mental Health Services (CMHS) block grant.
- Board of Directors** A board of directors comprises individuals (known as board members) elected or appointed to oversee the management of an organization. Board members may be paid, are required to meet several times each year, and assume legal responsibility for an organization's activities.
- Board Member** An individual who serves on the governing board of an organization.
Also Known As: Board Director
- Bootlegging** A practice sometimes employed by disingenuous or capital-starved entrepreneurs of working as an employee for a company with the ulterior motive of benefiting the venture in some way, e.g., by learning skills or trade secrets or by developing the microenterprise while on company time.
- Budget Period** The budget period is the interval of time (usually 12 months) into which the project period is divided for budgetary and funding purposes.
- Business Corporation** A "for profit" corporation.
Also Known As: For-profit Business

Business Development Services (BDS) Private, public, or nonprofit assistance, including but not limited to financial products, marketed towards enterprises rather than final consumers. BDS includes credit and other financial services, training and technical assistance, access to markets, economic literacy, asset development, and other services of use to entrepreneurs.

Business Incubator Business incubation provides workspace and an instructive, supportive environment to entrepreneurs at start-up and during the early stages of business development. Business incubators typically provide space for a number of businesses under one roof, offering the following services:

- flexible space and leases;
- office services and equipment on a pay-as-you-go basis;
- an on-site business incubator manager, available for technical assistance;
- exposure to a network of outside business and technical consultants, including accountants, market consultants, engineers, and design advisors;
- assistance with financing; and
- interaction with other firms in the facility.

Incubators without walls provide these joint services without a central location. An incubation program's main goal is to produce successful "graduates", businesses which are financially viable and freestanding when they leave the incubator, usually in two to three years. There are over 500 incubators in the US; a new incubator becomes operational, on average, each week.

Business Training Instruction usually offered in a classroom or group structure and addressing general business topics.

Bylaws (for Nonprofit Organizations) Nonprofit bylaws are the rules and regulations that govern the operation of a nonprofit organization. Regardless of the type or size of the nonprofit, bylaws are necessary to help the Board of Directors carry out the organization's mission.

C

Capital Campaign An intensive, time limited fundraising endeavor to meet a specific financial goal in order to fund a special project such as the construction of a facility or the acquisition of equipment. Also used to describe a major campaign with a wide scope of project goals.

Also Known As: Major Campaign, Building Campaign

Case Management A client-service approach in which a single entity is responsible for conducting an initial assessment of a client's needs, arranging for necessary services and providing appropriate follow-up. Microenterprise programs in some instances provide comprehensive case management services to clients, or receive clients from other institutions serving as case managers, e.g., from a department of social services agency.

Category Typically refers to a product or service segment, such as the cereal, beverage, or financial services category. Nonprofits sometimes agree to an exclusive partnership with a company in a particular category.

Challenge Grant	A grant made on condition that the recipient raise other gifts or grants on some prescribed formula, usually within a specified period of time.
Children and Families	The Department of Children and Families (DCF). DCF assists Florida's most vulnerable citizens—children, elderly people, Floridians with disabilities or mental illness—and helps individuals and families solve their problems and take care of themselves. Their mission is to work in partnership with local communities to help people be self-sufficient and live in stable families and communities.
Collaboration	A mutually beneficial and well-defined relationship entered into by two or more organizations to achieve results they are more likely to achieve together than alone.
Community	The population that your program serves. To clearly define your community, you should consider the following questions: <ul style="list-style-type: none"> • How large is it? (A neighborhood, a city, or a county?) • What are its major social institutions or sectors? (Education, health, recreation, business, faith, media, civic, organizations, government, etc.) • What are the patterns of social interaction? (Clubs and networks) • Where is the social control? (Influence groups, key decision-makers, power structures) • Who constitutes the community? (Special populations as high percentages of teens or elderly)
Community Assets Mapping	A process that is based on the identification and use of assets, strengths and capacities of individuals, families and neighborhoods and allows them to participate in creating safe, supportive, prosperous communities.
Community Foundation	A tax-exempt organization serving a specific geographic area and enabling residents of that area to establish endowed funds for charitable giving without the costs of establishing individual private foundations. <i>Also Known As: Donor Advised Community Foundation</i>
Consensus	A general agreement; a collective opinion.
Contribution	An unconditional transfer of cash, other assets, forgiveness of debt or in-kind goods to an organization for no consideration. <i>Also Known As: Gift, Donation</i>
Core Values	The three or four beliefs that define an organization or business. These principals remain even in the event of drastic market or other environmental changes.
Corporate Funds	Funds accumulated in a nonprofit organization that are undesignated by a funder.
Corporate Sponsorship	Financial support of a project by a corporation in exchange for public recognition and other benefits.
Cost-Benefit Analysis	Methodology aiming to assess project feasibility by quantifying its costs and benefits, including social costs and benefits. Generally cost-benefit analyses are comparative, i.e. they are used to compare alternative proposals. The methodology also compares the costs and benefits of the situation with and without the project.

Cost-Effectiveness The relation between the costs (inputs) and impact of and impact of a project. A microenterprise program or project is cost effective if it maximizes impact while minimizing cost, as measured by a cost/benefit analysis.

Cost-Efficiency The relation between the costs (inputs) and Outputs of a project. A project is most cost-efficient when it achieves its outputs at the lowest possible cost compared either with alternative methods of delivery, or alternative outputs achieving the same objective. A microenterprise project may be 'cost-efficient' (i.e. least-cost per unit output) but this does not necessarily mean that it is the most cost-effective among alternative designs. For example, while it might be more efficient to train a large group of potential entrepreneurs at one time and in one place, it might be more effective (in terms of achieving the objectives) to stagger the training inputs and include individual technical assistance.

Cottage Industry Home-based rather than out-of-home, factory production.

Cultural Diversity Appreciation of the variety of viewpoints from various cultures and lifestyles.

D

Director A person selected by the membership of a nonprofit corporation or the board of directors to serve as a person in charge of the overall policy of a nonprofit corporation, including the selection of officers.
Also Known As: Executive Director

District 12 Volusia and Flagler Counties

E

Economic Development A sustainable wealth creation process that works within the framework of community parameters to maximize the efficient and effective utilization of community resources for economic gain for the local population. More simply, the process of creating wealth for as many people as possible.

Economic Literacy A strategy aiming to bring low-income individuals into the mainstream economy by helping them understand their current economic situation. These efforts empower clients to take charge of their economic future.

Economic Security The availability of a steady and reliable source of income to sustain daily living and allow planning for the future. Achieving economic security is dependent upon the availability of 1) social and economic supports, including child support, child care, housing, transportation and public benefits; 2) jobs that provide a sufficient wage, and offer benefits and opportunities for career advancement; 3) education and job training programs; and 4) asset development opportunities.

Economically Disadvantaged For Job Training partnership Act (JTPA) purposes, an individual who is a member of a family receiving public assistance, or whose family income does not exceed either the poverty level as determined by the Office of Management and Budget, or 70 percent of the Lower Living Standard Income Level.

Entrepreneur An entrepreneur is a person who organizes, operates, and assumes the financial risk for the beginning and managing of a new venture; sometimes referred to as a business owner or a self-employed person.
(See "[Microentrepreneur](#)")

- Event Marketing** Promotional activities specifically designed around an event to raise awareness or funds for a cause or to promote a company or product. An example is the Avon Breast Cancer 3-Days event that promotes awareness of breast cancer and raises funds for breast cancer research.
- Extremely Low Income (HUD Definition)** The U.S. Department of Housing and Urban Development (HUD) defines extremely low household income as 30 percent of the area median gross income. (See "[Low Income](#)" and "[Very Low Income](#)")

F

- Family-centered Approach** Service delivery method that includes family members in decision making and erases as many barriers to service as possible.
- Family Preservation** Services for families already in crisis and "in the system" designed to help families stay together or reunify families.
- Family Support** Prevention-focused services designed to help families in stress before they move into crisis.
- Form 990** Annual return required by Internal Revenue Service of all organizations exempt from income tax as specified under section 501c of Internal Revenue code.
Also Known As: A 990
- Foundation** An organization that manages money donated to it by philanthropists. Many organizations, families, businesses or communities establish foundations as a way to benefit charitable causes that work towards a better society. Foundations are somewhat more complex than charities due to their internal workings. Government regulations implemented in the 70s impose stringent reporting requirements on all three types: private, operating, and community foundations. The U.S. has approximately 55,000-60,000 foundations. Only about 3000 of these foundations employ staff members. The rest are supported or unstaffed.
- Fund for Innovation, Effectiveness, Learning and Dissemination (FIELD)** FIELD, a program of the Aspen Institute, was created in 1998 to identify, develop and disseminate best practices in the microenterprise field, and to broadly educate policymakers, funders and others about microenterprise as an anti-poverty intervention.
- Fundraising** The organized activity, or an instance, of soliciting assets or pledges of assets for a charitable organization.
Also Known As: Fund-raising, Fund Raising

G

- Goal** The solution to the problem that has been identified.
- Governance** Oversight and guidance provided by a board of directors to the management and staff of an institution; aims of governance include ensuring that the business or organization adheres to its mission and maintains financial viability.
- Grant** An award of financial assistance by a funding agency. The grantee is required to account for spending the money in the manner specified by the grantor.

Grassroots Bottom-up approach to an activity, program, or organization, stressing the empowerment of those who operate at a decentralized, i.e., "street" level. The "members" are a society of people, thought of as having practical and highly independent views or interests.

Group or Peer Lending A lending (credit) model usually based upon the Grameen Bank lending experience in Bangladesh. This model offers a microbusiness loan to a group of microbusiness owners who in turn make loans to each other based on the performance of all members. Later loans to other individual members of the group cannot be made until initial loans are successfully repaid. Peer pressure and informal but close personal monitoring usually keep defaults to a minimum. In some instances, a consultant is assigned to the group by the microbusiness program to offer technical assistance. Sometimes a savings program is coupled with the lending program. This lending model is also known as solidarity groups or circle lending.

H

Home-Based Business A business whose primary office is in the proprietor's home. The business can be any size or any type as long as the office itself is located in a home. For special populations, including people with disabilities and single mothers, this is an attractive strategy.
(See "[Cottage Industry](#)")

I

Impact The degree to which Business Development Services (BDS) improve the lives of clients, often measured in economic terms.

Impact Analysis Assessment of the positive and negative effects of a particular strategy, program, or action, conducted to determine whether to continue, modify, or abate the endeavor.

In-Kind Contribution A donation of goods or services rather than cash or appreciated property.
Also Known As: Gift In-Kind

Incubator A facility designed to encourage new and small business enterprise. Incubator operators usually provide shared support staff, on-site counseling and professional assistance, as well as below-market rents, to entrepreneurs. Kitchen incubators are especially popular in microenterprise programs, although other sectors including manufacturing, service, and technology are suitable for incubators.

Independent Sector The sector of business, which is not corporate or governmental.
Also Known As: Charity Sector, Nonprofit Sector, Third Sector, Voluntary And Community Sector.

Indicator A measure of a risk or protective factor. Each risk or protective factor may have several indicators. When these indicators are measured, they give us a benchmark or baseline from which to measure the success of your program.

Informal Economy The segment of the economy that conducts business transactions while escaping government taxation and regulation, either partially or completely. Many U.S. microenterprise programs have assisted entrepreneurs to transition to formality, a task that varies in complexity across different sectors.

Institutionalization Moving beyond program and service delivery that is time-limited or grant-dependent to having an organization that is a vital and necessary part of the community.

J, K, L

Low-Income The low-income index is determined annually by the U.S. Department of Health and Human Services and published in the Federal Register (usually in February) showing the amount of income, household monetary revenues or earnings for individuals and households. The low-income determination is used in many means-tested and federally funded economic assistance and employment and training programs.

Low-Income (HUD definition) The U.S. Department of Housing and Urban Development (HUD) defines low household income as 80 percent of the area median gross income. (See "[Very Low Income](#)" and "[Extremely Low Income](#)").

M

Market Failure Condition arising through monopoly, information asymmetry, non-exclusionary and non-excludable (public) goods, and/or externalities.

Marketing The American Marketing Association's definition of marketing is "the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals."

Matching Grant A grant that is made to match funds provided by another donor. (See "[Challenge Grant](#)")

Match Money Local moneys committed to secure a grant.

Memorandum of Understanding (MOU) A formal agreement between organizations that articulates how the organizations are to relate to each other and/or to outside entities. In most cases, the relevant roles and responsibilities of each participant are defined.

Microbusiness Some practitioners differentiate a microbusiness from a microenterprise, stating that a microbusiness owner need not be economically, socially, or educationally disadvantaged. Microbusinesses and microenterprises share the same size parameters; both categories fall into the outlying range of a "small business," which by SBA definition can employ as many as 500 people.

Microcredit A subsector of microfinance, which in turn is a subsector of microenterprise development. (See "[Microloan](#)")

Microenterprise A business with five or fewer employees requiring initial capitalization of \$35,000 or less. Some definitions also characterize a microbusiness as having maximum annual revenue of \$250,000.

Microenterprise Development (MED) A field, dating to the mid-1980s, dedicated to serving microentrepreneurs. U.S. MED has eclectic roots and numerous purposes, including poverty alleviation, economic and business development, employment and training, education, housing, women's and minority empowerment, and social services.

Microenterprise Development Program Provider of business development services to those who own, or aspire to own, a microenterprise. These programs are either standalone organizations or are embedded within numerous other organizational structures, including Community Action Agencies, Women's Business Centers, Community Development Corporations, small business development centers, educational institutions, and many others.

Microenterprise Loan Fund	A non-profit revolving loan fund that provides small, short-term loans for working capital and technical assistance to very small businesses.
Microenterprise Standards and Accreditation Project (MSAP)	Initiative spearheaded by AEO aiming to develop a uniform, reliable, quality assessment mechanism for the microenterprise field. MSAP aims to define standards of acceptable operation/performance for microenterprise development programs/organizations and to measure compliance with them.
Microentrepreneur	Someone who owns and operates a microenterprise. Some definitions characterize microentrepreneurs as individuals who are in some way disadvantaged, i.e., economically, socially, or educationally, stressing that they lack access to the commercial banking system and traditional business development services.
Microfinance	The provision of financial products and services, including but not limited to credit, to microentrepreneurs.
Microloan	A loan of up to \$35,000 by a microenterprise organization to a microentrepreneur to support a microenterprise. Loan terms are often more flexible than those offered by traditional financial institutions.
Mission Statement	A brief statement of why an enterprise or organization is in operation and what it plans to become. It should be a ready-made answer for anyone who asks what your organization does. Usually it's a short, one-to-three sentence statement of 20-50 words.
Monopoly	A market with only one producer; the control of the pricing and distribution of a product or service in a given market as a result of lack of competition.

N

Needs Assessment	A process for identifying gaps in results and arranging them in priority order for resolution. These gaps are discrepancies between what should be and what are the current conditions. The most important ones are selected for action.
Neighborhood Development	Supporting neighborhoods and residents in assuming responsibility and ownership for identifying problems and implementing solutions in their communities. Operating from an "investment" rather than a "helping" perspective in working with neighborhood.
Nonprofit Corporation	An incorporated nonprofit organization which is not intended to operate for profit, but rather is barred by law from making a profit. <i>Also Known As: Nonprofit, Not-For-Profit</i>
Nonprofit Organization	An entity with the following characteristics that distinguish it from a business enterprise: (a) contributions of significant amounts of resources from providers who do not expect proportionate return, (b) operating purposes other than to provide goods or services at a profit, and (c) absence of ownership interests like those of business enterprises.

O

Objective	A statement, starting with the word, "To," derived from a goal, and having the same intention as a goal, but more specific, measurable and verifiable. The characteristics of a good objective are "SMART." This stands for "Specific, Measurable, Achievable, Realistic, and Time-Bound."
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- Organization Name** The name by which an organization is known.
Also Known As: Name of the organization
- Outcomes** Outcomes are the positive differences the program makes in the lives of people and communities. Outcomes are changes in beliefs, attitudes, knowledge, and action the program produces. Outcomes should flow directly from program goals. Outcomes may be short-term or long-term.
- Outputs** Outputs reflect the measurable products of a program. Outputs can include anything that can be counted such as people, activities, materials, time, etc. Outputs only measure quantity, not quality.

P

- Peer Lending** (See "[Group Lending](#)")
- Per Capita Income** This income measure is the total personal income of the residents of a given area divided by the resident population of the area. Per capita income is actually the mean income computed for every man, woman, and child in a particular group. It is often used as an indicator of the quality of consumer markets and of the well being of the residents of an area.
- Philanthropy** Concern for human and other beings that is expressed by giving money to charities and foundations.
- Pledge** A written or oral agreement to contribute cash or other assets to a nonprofit. A promise to give may be either conditional or unconditional.
Also Known As: Promise, Commitment
- Policies and Procedures** Policies and procedures, as opposed to guidelines, are the legally adopted "rules" by which a program will operate. Guidelines are developed by staff to keep internal practices managed uniformly. Policies and procedures are the written statement of the decisions that management has made and expects employees to follow in conducting the business of the organization.
- Practitioner** A microenterprise practitioner provides business development services directly to microentrepreneurs.
- Private Industry Council (PIC)** Entity established within each Job Training Partnership Act (JTPA) service delivery area to guide and oversee JTPA programs. PICs are comprised of individuals from diverse sectors, including private business, organized labor, educational agencies, rehabilitation agencies, community-based organizations, economic development agencies and the public employment service.
- Pro-Family** A services delivery system that is driven by family and neighborhood defined needs, is prevention-focused and supportive of families developing their own, culturally-relevant potential.
- Product Donation** A contribution in the form of a service or product. Some partnerships include a product donation to the nonprofit organization. Pfizer's Sharing the Care program works with the National Governors' Association and the National Association of Community Health Centers to make Pfizer's medications available at no charge to uninsured patients at more than 350 community health centers across America.
- Program Related Investments (PRI)** Investments made by foundations in community economic development activities that are to be repaid to the foundation. These investments are from the foundation's capital base (not their income stream) usually at very low interest rates.

- Project** Generally, a time-limited activity.
- Project Budget** An itemized listing of the amount of all estimated support and revenue that an organization anticipates receiving for a proposed project, along with a listing of the amount of all estimated costs and expenses that will be incurred in the implementation of that project.
- Proposal** A written application, often accompanied by supporting documents, submitted to a foundation or corporate giving program in requesting a grant.
- Protective Factor** Factors that protect a person, group or environment from a problem. Protective factors can also strengthen their determination to reject or avoid a problem.
- Public Assistance** Family or individual assistance provided by the federal, state or local government. It includes food stamps, subsidized housing, weatherization support, child care grants, Medicaid, UI (Unemployment Insurance), SSI (Social Security), TANF (Transitional Assistance for Needy Families) and WIC (Women, Infants and Children), food surplus program, and other veteran, disabled and senior programs. Many of the above programs are means tested programs which means that the amount of assistance for which applicants are eligible is established by federal and state law and interpreted based on criteria, such as income and asset levels. For example, TANF recipients may be ineligible if their family's assets exceed the limit set by the State government. Since federal welfare reform has been enacted, each State must submit its own plan for welfare reform which usually includes some type of asset limitation to maintain eligibility.

Q, R

- Request for Proposal (RFP)** When the government issues a new contract or grant program, it sends out RFPs to agencies that might be qualified to participate. The RFP lists project specifications and application procedures. While a few foundations occasionally use RFPs in specific fields, most prefer to consider proposals that are initiated by applicants.
- Risk Factor** An association between some characteristic of an individual, group or environment and an increased probability of a problem.

S

- Scale** The capacity of a microenterprise program to serve many clients; implicit in this long-standing goal is the development of institutional capacity, including cost-effective technologies, allowing programs to reach more microentrepreneurs.
- Schedule A** Part of Form 990 that provides detailed information to support the annual return required by the Internal Revenue Service of all organizations exempt from income tax as specified under section 501c of Internal Revenue Code.
Common Misspellings: Scheduling A
- Sectoral Approach** The practice by microenterprise programs of targeting specific industries, or sectors, of the local or regional economy that hold promise for aspiring entrepreneurs. Rather than limiting training to general business concepts, this strategy aims to increase microentrepreneur capacity in areas specific to the challenges and opportunities of the promising sector. This approach may involve cooperative marketing strategies, flexible manufacturing networks, or other networking services that bring companies together to take advantage of a unique marketing opportunity.

Seed Funding	Seed funding assists with the establishment phase of a project. This is generally given to a small project, at an early stage of its development before the total concept has been formulated or any plan for future expansion made. The idea is to nurture a project's beginning.
Seed Grant	A grant or contribution used to start a new project or organization. Seed grants may cover salaries and other operating expenses of a new project
Seed Money	A grant or contribution used to start a new project or organization. Seed money may cover salaries and other operating expenses of a new project.
Self-Employment	The state of an individual or individuals who engage in self-directed economic activities.
Self-Sufficiency	Self-sufficiency of a program is the percent of total operating expenses that is earned (from fees, investments, etc.) as opposed to operating expenses that are funded by grants. The percent or level of self-sufficiency can be calculated for a specific period (monthly or yearly), cumulative since a certain data, or cumulative since the program's inception.
Service Corps of Retired Executives (SCORE)	SCORE is a volunteer management assistance program sponsored by the Small Business Administration (SBA). Over 12,000 volunteers in hundreds of SCORE offices throughout the country provide technical assistance to small business owners and prospective entrepreneurs.
Small Business	The SBA defines a small business as a firm with 500 or fewer employees with annual revenues under \$5,000,000. (See "Microbusiness") The SBA further breaks the small business definition into categories of industry with different employee and revenue maximums. Social Entrepreneurship: The art of simultaneously pursuing both a financial and a social return on investment (the "double bottom line").
Social Marketing	Social marketing is the planning and implementation of programs designed to bring about social change using concepts from commercial marketing. e.g., The American Cancer Society's and other health care organizations' efforts to reduce smoking have used social marketing tools to change behavior. Some corporate-nonprofit partnerships are formed to collaborate on social marketing initiatives.
Social Return On Investment (SROI)	The non-financial returns sought by a social entrepreneur. These returns will vary depending upon the type of business activity. They could include the number of jobs created, the number of people served, the number of new products or services developed, and so on.
Solidarity Lending	(See " Group or Peer Lending ")
Special Needs Children	Students who are eligible for and in need of services through Exceptional Student Education, Section 504 of the Rehabilitation Act, or English Speakers of Other Languages. This may include students with mental or physical challenges as defined by federal and state laws and/or students who receive free or reduced lunch.
Sponsorship	Affiliation with an existing nonprofit organization for the purpose of receiving grants. Grantseekers may either apply for federal tax-exempt status or affiliate with a nonprofit sponsor.

State Microenterprise Associations (SMAs)	Organizations uniting microenterprise practitioners, advocates, and supporters at the state level. By 2002, 27 states have formed SMAs. SMAs vary in their degree of formality and activity, but have organized around common priorities - education and advocacy, information sharing among peers, public policy design and influence, and capacity building. SMAs serve both their member organizations as well as the larger field of microenterprise development by offering technical assistance materials and on-site training, a network for peer exchange, and/or help in identifying and securing resources for the field.
State Microenterprise Intermediaries (SMIs)	State-level organizations that raise and intermediate funds to microenterprise programs.
Strategic Alliance	The coming together of two or more organizations in which at least one partner relinquishes some autonomy in order to accomplish an important organizational goal. Types of alliances exist along a continuum defined by the amount of autonomy relinquished.
Strategy	Action statements which explain how you will reach your objectives. Broad approaches for making change include advocacy, coalition building, community development, education, networking and policy change.
Sustainability	The means by which an organization will continue to offer and fund a project once the grant period has concluded. For microlenders, full sustainability occurs when internally-generated income (investment and operational) and long term, dependable sources of externally-generated income (such as donations) cover direct operating and financial costs, and are sufficient to maintain the real value of the credit portfolio. More generally, sustainability refers to the ability of a business, program or organization to maintain functional and financial viability over a long period of time. <i>Common Misspellings: Sutainnability, Sustainabillity</i>

T

Target Population	The audience to be served by your project including key demographic information (i.e.; age, ethnicity, geographic area of residence, etc.). <i>Also Known As: Target Market, Target Audience</i>
Technical Assistance (TA)	(See " Training and Technical Assistance ")
Training and Technical Assistance (T&TA)	Training activities are designed to capacitate recipients in a group setting either via regular classes or by special training events and conferences. Technical assistance refers to one-on-one consultations microenterprise development programs provide to their clients. Doing so addresses the on-going or specific challenges or needs of the entrepreneur, such as the development of a business plan or the resolution of a production or marketing problem. In a broader sense, TA also refers to problem solving or consulting at the level of organization to organization, e.g., donor to grantee.
Training Enterprises	Businesses established in order to provide on-the-job training to the unemployed. They are expected to at least break even and create an authentic commercial environment for skills development. Many training enterprises focus on youth.

U

Unemployed Refers to somebody without economic activity that provides a consistent income.

V

Very Low Income (HUD definition) The U.S. Department of Housing and Urban Development (HUD) defines very low household income as 50 percent of the area median gross income. (See "[Low Income](#)" and "[Extremely Low Income](#)").

Vision Statement Sometimes used interchangeably with a mission statement. It is exactly what it sounds like - when you close your eyes and think about the vision for your nonprofit, what vision do you see? Whom are you helping? In what community do they live and work? How and how much are you helping? What problems are you eradicating or easing? In what way are you making people's lives better?