



MINISTRY OF SOCIAL DEVELOPMENT

TE MANATŪ WHAKAHIATO ORA

The Generator Service Guidelines

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1. About these Guidelines

Who and what are these Guidelines for?

The purpose of these service guidelines is to give an overview and guidance on the service expectations for The Generator, such as its eligible clients, where it should be delivered, and how the programme is delivered.

These service guidelines are for the Provider that the Ministry of Social Development (MSD) contracts with to deliver The Generator.

These guidelines form part of the Outcome Agreement, and are to provide:

- a set of practice principles to guide service delivery
- a resource tool to help providers deliver services consistently
- a resource tool to assist providers in meeting the desired service outcomes
- a way for MSD to improve its responsiveness to feedback regarding changes to the service delivery component of the Outcome Agreement.

How should these Guidelines be used?

These guidelines set the minimum standard for the service delivery of The Generator. You should use them to assist you to deliver the service according to the Outcome Agreement requirements.

Will these Guidelines be revised?

The guidelines are a living document. It will be updated over time to take into account provider feedback. MSD will keep the provider informed of any editions, updates or changes.

Feedback on the guidelines is welcomed at any time and can be sent to the MSD's national office using the attached feedback form **(Appendix 1)**.

Where can you go for more information?

The Provider may obtain further information on the guidelines from MSD's Regional Relationship Manager (RRM), as identified in the Outcome Agreement.

2. Relationships

Relationship principles

Both parties to the Outcome Agreement shall collaborate to ensure the services provided by The Generator are effective and accessible.

Both parties recognise the service is a joint endeavour, in which both parties have a shared goal to achieve positive outcomes for low-income families who want to grow a micro-enterprise to support themselves and their whānau.

The following principles guide all our dealings under the Outcome Agreement. Both parties agree to:

- act honestly and in good faith
- communicate openly and in a timely manner
- work in a collaborative and constructive manner
- recognise each other's responsibilities
- encourage quality and innovation to achieve positive outcomes.

Both parties shall appoint relationship managers who will be responsible for effectively managing the contract relationship. Details of the relationship managers nominated by both parties are set out in the Outcome Agreement.

Both parties must acknowledge Te Tiriti o Waitangi and will continuously work towards ensuring tangata whenua are reflected in our practices.

Purpose of the relationship

The Generator will provide the administrative structure for funding allocation and business mentoring, as well as engaging appropriate community business mentors, and providing the technology to support The Generator.

Inclusive practice

Both parties recognise the needs of all people applying to The Generator, and services are to be culturally responsive and inclusive.

The Generator service is to be provided in a way that is consistent with people's social, economic, political, cultural and spiritual values.

Good practice approach

Both parties support the development of best practice in the delivery of the service. This includes:

- taking into account the local context, community and the knowledge and skills relevant to the purpose and focus of this service
- being client and whānau focused, so they are appropriately involved in decisions about the delivery of the support they receive
- recognising the importance of cultural responsiveness in service delivery
- designing services in a way that supports accessibility of services for clients

- providing services in environments that promote a client's wellbeing and welfare
- using a collaborative approach across services and agencies where possible
- regularly reviewing, reflecting and monitoring of the effectiveness of the Generator service, including client, staff and external feedback, and changing and modifying practice in response
- relevant training, professional development and supervision, and utilising appropriate resources and support

3. About The Generator

What is the role of The Generator?

The Generator will help clients on low incomes who wish to improve their finances through starting their own micro-enterprise. These micro-enterprises will provide further economic security for the clients, as well as grow their mana and confidence.

The Generator theory of change (**Appendix 2**) is based on an ecosystem model acknowledging changes for the client, their whānau and the wider community.

At the heart of The Generator lies a commitment to participants achieving their mana motuhake (autonomy and independence). The ultimate outcome is participants are fostering strong, healthy and financially secure families, whānau and communities. The Generator supports this outcome by providing clients with knowledge and resources to turn micro-enterprise ideas into sustainable business ventures. The specific activities supporting the changes are in the journey map (**Appendix 3**).

What are the outcomes we want to achieve?

MSD would like to see the following outcomes:

- low-income families and whānau have access to meaningful business support to enable them to increase their economic potential
- the Provider is inclusive and represents the communities they serve – i.e., Māori and Pacific
- people are aware of and have access to The Generator
- people accessing the service feel that their needs are met, and they experience a supportive and respectful response
- clients are linked with other services they need.

In turn, these outcomes will contribute to the longer-term outcomes of:

- people, their family and whānau who are in debt are supported to reduce debt
- people, their family and whānau are supported to improve their financial confidence and capability
- people, their family and whānau are empowered and supported to achieve their financial goals.

With the ultimate goal of:

- improved well-being of people, their family and whānau
- improved opportunities and life outcomes for tamariki
- improved social and economic inclusion.

4. Service overview

What is The Generator?

The Generator programme is a community action programme developed to support those who hold or are eligible for a Community Services Card to pursue income-generating activities. MSD wants The Generator programme to:

- improve the financial situation of individuals and families and strengthen communities
- reduce the number of families that experience hardship and adverse life outcomes.

The programme supports people facing financial hardship to explore the feasibility of a business idea and to learn business skills if they wish to pursue their enterprise idea.

Anyone who is eligible can participate in The Generator. Often clients are people and families on low incomes, and from Māori and Pacific communities. This is in alignment with priority audiences identified in MSD's National Strategy (Financial Capability in Aotearoa New Zealand).

Who can deliver The Generator programme?

Provider(s) who have expertise in grant and business support programmes, providing wrap-around support to the participants.

Provider(s) should have capability and an IT solution which will meet client's technology needs as they participate in the programme.

Social Sector Accreditation Standards

Provider(s) who deliver The Generator programme are required to meet Level 2, [Ministry of Social Development Accreditation Standards](#).

Providers(s) are required to maintain their Approval Level according to MSD's relevant Approval and Accreditation Standards.

As part of these standards, the Provider must comply with the following broad service accountability obligations:

Consent and information management

The Provider(s) must obtain the consent of the client in accordance with the Privacy Act 2020 for collection of their personal information before delivering services. The Provider(s) must also tell the client how they can access and make changes to any of their personal information.

Complaints policy

The Provider(s) must have a documented and available complaints policy. Clients will be told how they can make a complaint and what to expect if they do make a complaint.

As part of this complaints process:

- Complaints must be able to be made verbally or in writing
- Managing complaints must be a dedicated part of a specific staff member(s) role (unless the complaint is about that specific staff member).

- Complaints must be recorded along with any information related to the complaint.
- There must be an appropriate escalation process for a complaint, with any large risks or issues being passed on to MSD.

Incident reporting

The Provider(s) must advise MSD (through its relationship manager) of any changes, problems, significant risks or issues that may, or are likely to, materially reduce or affect its ability to deliver The Generator.

Service participant feedback

The Provider must have a service participant feedback process in place. Service participants will be informed about how they can provide feedback should they choose to and how that feedback will be used. The Provider will maintain a record of the feedback received to evaluate the impact of their service in meeting service participant needs at the time of engagement and inform on-going improvements in service delivery.

Who is involved?

The client

The client is at the centre of this programme. A client is eligible for The Generator programme if they have a Community Services card.

The Provider(s)

In addition to carrying out all requirements and responsibilities outlined in the Outcome Agreement and these Guidelines, the role of the Provider is to:

- employ and support appropriate staff
- operate a viable service that is able to support all staff and their professional development, in accordance with MSD's Approval and Accreditation Standards and these Guidelines
- ensure appropriate community collaboration and networking links are made to support clients
- develop and maintain effective collaborative working relationships with regional MSD sites
- provide and enable access to training and development opportunities as well as regular supervision (in addition to individual supervision, cultural supervision will also be provided for all staff on a regular basis)
- ensure systems and processes are in place to utilise and report on delivery of services and funding in line with the Outcome Agreement and these Guidelines.

The Ministry of Social Development

The role of MSD is to:

- monitor the performance and contractual management of the Provider(s)
- seek and support continuous improvement of service delivery, including updating of these Guidelines
- lead the development of outcomes and service guidelines.

5. Service delivery

How will people access the programme?

The following referrals can be made to access The Generator programme:

- people can self-refer or be referred to The Generator programme
- family and whānau and the community
- Work and Income
- word of mouth
- other community organisations.

The client will be given information about what to expect when they access the service, including informed-consent processes, collection and storage of personal information, and information on confidentiality.

Provider(s) will collect sufficient and appropriate information in order to support the client, their family and whānau.

Provider(s) must have processes in place for making referrals to other agencies and services, including keeping records of referrals.

Coverage of services

The Generator is currently delivered across New Zealand.

Charging for services

The Provider(s) will not charge clients for the delivery of The Generator programme.

How will providers engage with people?

The programme is to be:

- client-centred and whānau-centric
- be responsive to the needs of the client
- include the use of a client's own language
- support a client's immediate needs and goals.

The wellbeing of individual clients should take a strengths-based, mana-enhancing approach.

The following principles derived from Te Pae Tata - Māori Strategy and Action Plan and MSD's Pacific Prosperity strategy articulate these ideas:

Mana Manaaki

A positive experience every time.

Kotahitanga

Partnering for greater impact.

Kia Takatū Tātou

Supporting long term social and economic development.

How long does a client remain with the service?

The nature of The Generator means that moving through the programme can range from three months to over a year depending on individual circumstances and needs.

The Provider(s) will ensure a client is supported for as long as they are a part of the programme.

Completion of the programme will be a joint agreement between the client and Provider(s).

What does The Generator Programme focus on?

The Generator programme focuses primarily on micro-enterprise support through small seed funding investment that stimulates income generation. This is delivered with a focus on collective wellbeing (rather than on individual wellbeing) and a holistic focus, including social, cultural, and economic objectives (rather than a narrow economic focus).

How is The Generator programme delivered?

The delivery model should be able to effectively reach priority populations in target locations. **Figure 1** provides an overview of the programme.

Pre-Generator – Application

A potential client will find out about The Generator through social connections, community organisations and advertising.

To apply, applicants will submit relevant documents to prove their:

- personal details and contact details
- eligibility for the programme (community services card or other evidence of community service card eligibility)
- feasibility of business idea (a business idea or outline)

These will be used to assess whether an applicant is right for The Generator.

Potential clients should feel supported in their application by The Generator staff and processes to build their business plan. This includes but is not limited to:

- prompt responses from staff
- support with IT platforms
- personalised follow-ups at appropriate times

Phase 1 – after being accepted

Once a Participant is successful, they should have access to appropriate resources, including (but not limited to) regular meetings with business mentors/coaches and a small amount of start-up capital.

Business mentors/coaches will provide guidance on:

- personal and business budgets
- business marketing
- strategies to build a business
- finance systems (such as XERO or MYOB).

The business mentors/coaches will have significant experience in these areas and ideally will have prior mentoring experience for new micro-enterprises, as well as being connected to their local community.

Initially, the Participant will work through the process of starting up a business with mentors, such as a business plan, logistics, and other elements that need to be realised before making any investment. These meetings may be in-person, online, one-on-one or in groups.

As the business mentors and coaches work through this process with the Participant, the Participant should be empowered to grow their business idea from a plan to a reality. Once the Participant and the business mentors feel the business plan is ready, the start-up capital can be made available to the Participant to begin setting up their business.

Phase 2 – further business development

Once Participants have completed phase 1 of The Generator, they may choose to continue and further grow their business.

In this phase there is further business development, mentoring and business growth. At the beginning of this stage, clients complete further plans with their business coaches to detail how they will grow their business. Once these are approved the client may access the second phase funding to further grow their business.

The only condition for entry into Phase 2 of The Generator is the willingness to continue by the client, as advised by the business mentors and coaches. Clients will have clarity on how to get to this step and how to access the second round of funding from their business mentors, coaches and other Generator staff.

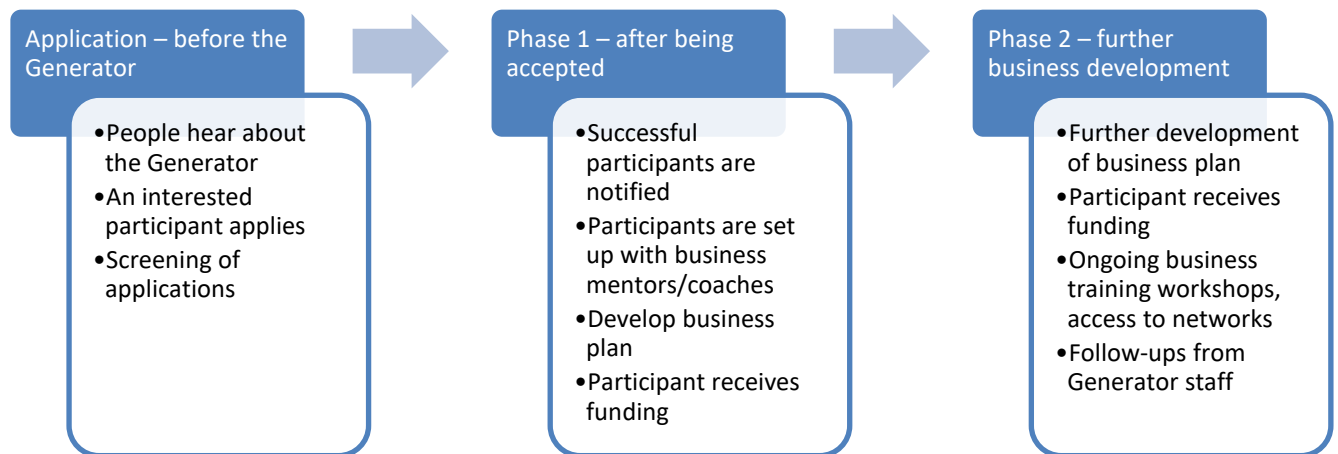
Participants should continue to feel supported by The Generator staff and processes to build their business further. Examples include prompt responses from staff, support with IT platforms, and personalised follow-ups at appropriate times.

Post-generator services

Clients will be clear on when and how they transition out of the programme and are set up well to continue their business. This will involve advice from the business mentors, coaches, and other Generator staff.

Graduated clients may receive support by way of informal groups with other clients, for example where Facebook groups or other group chats are available.

Figure 1 – Overview of the programme



6. Workforce capability and support

The Generator workforce is made up of people that share a combination of qualified knowledge and experience that allows them to approach the work in a way that is client-centred, non-judgemental, and that seeks to determine the participants best interests and needs at the time.

Professional development

The Provider(s) must:

- ensure staff have access to on-going professional development to build on existing knowledge
- foster a culture of continuous professional development and learning and look for opportunities to share knowledge and experience internally
- provide cultural responsiveness training for all staff.

7. Measuring results and reporting

What reports are required by the MSD?

Reporting is required to meet the contractual obligations set out in the Outcome Agreement. Reporting is necessary to ensure accountability to government for the funding provided under the Outcome Agreement.

The following report must be completed and sent to your nominated RRM on the dates set out in the Outcome Agreement:

- service result measure reporting (Provider(s) Report and Performance Measures) is to be reported to MSD through your regular Provider Return Reports attached to the Outcome Agreement and listed below.

Description of Service	Performance Measures (during the reporting period)	Quantity of Service	01 January 20** to 31 March 20**	01 January 20** to 30 June 20**
The Provider(s) will support New Zealanders with enterprising ideas that increase income or reduce costs. A national focused Community Generator and Regional Community Champions/Teina in at in existing regions and will provide the pathway, support and seed funding necessary for people to start an enterprising project to improve their financial wellbeing.	Number of regions with national support	Report actual		
	Number of regions with community support	Report actual		
	Number of participants engaging with The Generator	Report actual		
	Number of organisations engaging with and supporting The Generator	Report actual		
	Number of initiatives receiving seed funding	Report actual		
	Number of participants referred to enabling resources or services e.g. BFC Services	Report actual		
	Number of clients who accessed enabling resources or services e.g. BFC Services	Report actual		
	Number of participants who have developed:	Report actual		

Description of Service	Performance Measures (during the reporting period)	Quantity of Service	01 January 20** to 31 March 20**	01 January 20** to 30 June 20**
	1. new knowledge & connections, 2. new skills and wellbeing/confidence 3. reduced costs, increased employment and income			
	Percentage of clients who have overcome financial disadvantage barriers to participation e.g. no licence, no access to the internet/mobile phone/laptop, no access to a vehicle, no access to financial institutions	Report actual		
	Percentage of clients who have overcome personal capacity limitations/barriers to participation e.g. did not complete high school, sole parent, difficulty communicating in English, have disability/ rural etc	Report actual		
	Percentage of businesses that have survived the first year	Report actual		
	Percentage of participants who have decreased their costs	Report actual		
	Percentage of participants satisfied with The Generator process	Report actual		
	Percentage of clients who have increased their income	Report actual		
	Percentage of participants who have	Report actual		

Description of Service	Performance Measures (during the reporting period)	Quantity of Service	01 January 20** to 31 March 20**	01 January 20** to 30 June 20**
	increased participation in employment/ work life			

Provider narrative report
What is the expenditure against the budget?
What is going well?
What is not going so well?
Any emerging risks?
Any emerging opportunities?

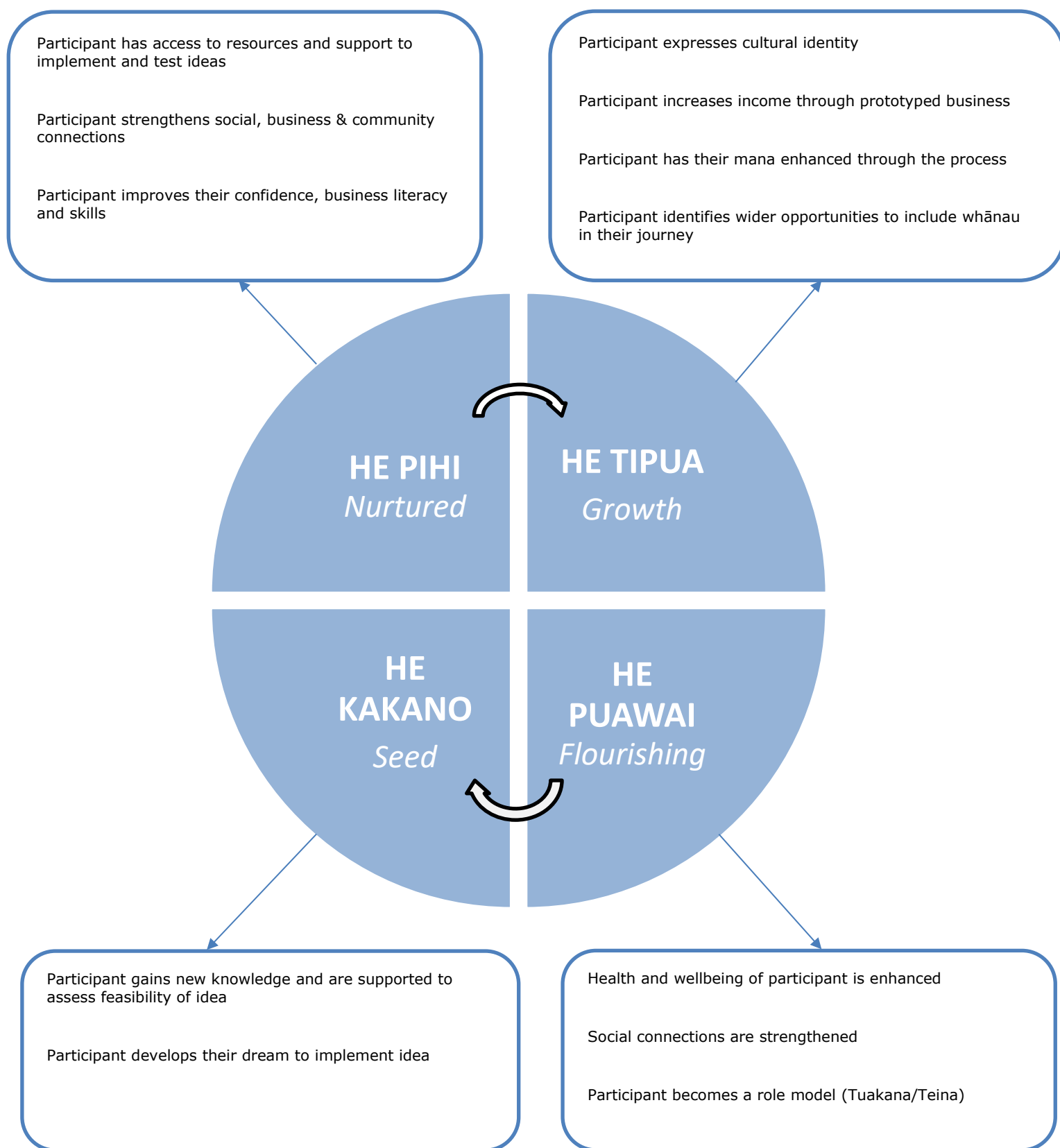
Evaluation

The Provider(s) agrees to co-operate with, and participate in, any evaluation of the services that is undertaken by MSD or by a third party appointed by MSD to facilitate such an evaluation.

Appendix 1 – Provider Feedback Form

Provider Feedback Form		
Please email to your Contract Manager or your Community Investment Advisor.		
Name of service		
Summary of, and reasons, for Suggested change		
Topic	Reference (section/page)	Suggested change/description
Contact Name:	Position:	
Provider name:		
Provider email:		
Provider phone:		Date submitted:

Appendix 2 – The Generator Theory of Change



Appendix 3 – The Generator Journey Map

1 Application Process	2 Trial Period	3 Living the dream
•The Generator programme is promoted through Community champions and participants word of mouth •Potential participant registers online •Proof of personal ID, address and CSC are requested •The Generator Agreement form is signed •Potential participant is screen and approved by National Coordinator •National team contacts successful applicants	•Participant is sent the Shaping the Dream and personal budget documents •Participant meets with the National Team about micro-enterprise idea and to discuss programme requirements •Generator contacts the participant and works alongside them for the duration of their journey •Participant develops success steps with the Generator team for the trial period on paper •Participant is linked to expert coaches or providers to give guidance on success steps •Participant completes trial period success steps and receives \$2K in funding towards their micro-enterprise •If the participant continues with the Generator programme, they move to Living the Dream	•Participant develops success steps for the Living the Dream period with Generator team •Participant is linked to expert coaches or providers to give guidance on success steps •Participant competes the Living the Dream success steps and receives additional one-off funding towards their micro-enterprise idea •Participant has access to ongoing buisness training workshop (if they choose) and remain connected through Facebook page. Community Champions do one-, three-, and six-month follow-ups