

NEXT FOUNDATION
Review



NEXT
FOUNDATION
Investing in our land, our people

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About NEXT

Established in 2014

\$100m, 10 year spend down strategic philanthropy fund

Vision to create a legacy of environmental and educational excellence for future generations of Aotearoa New Zealanders

Investing in a small number of multi-year initiatives, with both financial and non-financial support

Targeting initiatives that are transformational, inspirational and run in a business-like way

NEXT appreciates the generosity of Soar Print, who have kindly assisted printing the NEXT Review.



 This paper was produced from a responsibly managed forest



Taranaki Mounga volunteers and school children releasing who chicks into the National Park. Photo credit: Pat Murphy.

Reaching the Halfway Mark

NEXT was launched with the vision of creating a legacy of environmental and educational excellence for the benefit of future generations of Aotearoa New Zealanders.

We started by running two annual application processes, seeking the best ideas from around the country. We then funded the highest potential ideas, worked alongside those entities towards ambitious targets, and are proud to have now supported 17 organisations – all ‘for purpose’ (a phrase we like better than ‘not for profit’), all with the potential to be catalysts for system change, all with inspirational leaders.

We are now clear about our focus within environment and education. We have been much more active in ‘A predator free New Zealand’ than ‘Healthy rivers’ and ‘Environmental education’, but we continue to retain an interest in all three. In education we have found strong catalysts for change in each of ‘Educational leadership’, ‘Teacher excellence’, and ‘The first 1,000 days’.

We have learned a lot. We have learned that multi-year commitments have enormous value. As does unrestricted rather than tagged money. And that the combination of

financial and non-financial resource, on a multi-year basis, is most helpful.

We have learned that measuring progress in social change situations is difficult to do, and difficult to get consensus on. But that striving to achieve both is a critical part of fulfilling our purpose.

We have learned that system change takes time, and that the large organisations that are key players in implementing that change take time to change their practices too.

The ultimate measure of success for NEXT will not be the number of organisations we support, or even what they achieve with our support – it will be rather whether the NEXT investments and support have, in combination, catalysed change in the systems in which they operate.

We can point to indicators of that change now, but there is much ground to travel.

To achieve that system change we need to leave the individual organisations in an even better position, post-NEXT, than they were in while we were funding them. We have to help each organisation build a sustainable model – sustainable with regard to funding, but also with regard to resources, capability, and profile. We talk more about that sustainable model work on page 24.

We’d also like NEXT to have become a model for strategic philanthropic giving in Aotearoa New Zealand by the end of our 10 years. Strategic philanthropy is just one form of thoughtful giving. But we do believe, particularly for givers with business backgrounds, it is a powerful way to make your difference in the world. Multi-year funding, combined with business networks and strategic and project management skills, for a purpose you believe in, are a potent combination for building a better place for our land and our people.

Bill Kermode

NEXT CEO Bill Kermode with the Manaiakalani digital and collaborative learning programme at Point England School. Photo credit: Daniel Lee.



Environment & Education



A predator free New Zealand



Healthy rivers



The first 1,000 days



Educational leadership



Teacher excellence

Education Initiatives

Talking Matters
Manaiakalani
Outreach
Summer Learning
Journey
Springboard Trust
Teach First NZ:
Ako Mātātupu
The Education Hub
Space
Ngā Pūmanawa
e Waru
The Mind Lab



Environment Initiatives

Te Manahuna Aoraki
Taranaki Mounga
Zero Invasive Predators
(ZIP)
Predator Free
Wellington
Project Janszoon
The Cacophony Project
Rotoroa Island
Predator Free
Community Champion

Tracking NEXT Education investments

<p>MANAIAKALANI works collaboratively in 91 schools and in 11 communities nationwide</p> 	<p>85% of TEACH FIRST NZ: AKO MĀTĀTUPU alumni continue to teach beyond their first two years; 25% are now in school leadership positions</p> 	<p>School children can lose more than 12 months academic progress over the 6 week summer holiday – SUMMER LEARNING JOURNEY</p> 
<p>SPACE FOR YOU AND YOUR BABY supports more than 5,000 New Zealand families / whānau every year</p> 	<p>more than 15,000 New Zealand teachers are using THE EDUCATION HUB to improve classroom practice</p> 	<p>SPRINGBOARD TRUST supports principals and other leaders in more than 400 schools nationwide</p> 
<p>NGĀ PŪMANAWA E WARU partnered with 40 schools in the Rotorua district, working with 14 Te Arawa iwi/hāpu</p> 	<p>THE MIND LAB has supported more than 4,300 New Zealand teachers – one in every 15 – through a Postgraduate Certificate in Digital and Collaborative Learning</p> 	<p>85% of brain growth occurs in the first three years of life – TALKING MATTERS</p> 

Talking Matters

Shining a light on the power of talk

Talking Matters is a campaign to promote the importance of quality interaction and talk for babies and toddlers in their first 1,000 days of life. Some Kiwi children are starting school with oral language levels normally expected of a three-year-old, and this early language difference is a significant contributor to the education gap between disadvantaged and more affluent children.

Talking Matters wants all children to have the language they need for a successful start at school. Science tells us that interaction and talk are key to achieving that.

Founder Alison Sutton recognised the need to focus on early language after a career teaching adult literacy where she saw the problems at the other end of the spectrum.

“Back-and-forth talk with babies and toddlers literally shapes their brain and has a huge impact on their future life chances,” Alison says. “All families want the best for their children, but they may not all know the vital role of talk. Our vision is to educate parents and whānau about the importance of talking with their baby from before they are born, so they will get a great start at school – and in life.”

Talking Matters is testing approaches with programmes in three Auckland communities. With strong interest around the country and a range of initiatives in development, the campaign will eventually be rolled out nationwide.

talkingmatters.org.nz



Talking Matters is shining a light on the power of back-and-forth talk in a baby's first 1,000 days of life.
Photo credit: Daniel Lee.

Manaiakalani Outreach

From subsistence to capital building

Manaiakalani works in partnership with Māori, Pasifika and low income communities to address educational inequity in primary schools. It inspires New Zealand's disadvantaged learners to better educational outcomes through evidence-based improvements to teacher practice and a digital and collaborative teaching model.

The Manaiakalani Education Trust was established in 2011 to support the work of Manaiakalani educators. "The Manaiakalani commitment", says Trust Chairman Pat Snedden, "is to support those New Zealand learners and families who find it difficult to access or afford local, global and digital citizenship. Manaiakalani de-mystifies education in order to lift educational achievement, so that these young people can move from subsistence to capital building in their future lives."

Manaiakalani began in seven schools in Tāmaki, Auckland, under the leadership of Russell and Dorothy Burt. The Outreach programme now extends the organisation's reach to 91 schools, working collaboratively in 11 communities nationwide. Despite the economic challenges, families fund their own children's electronic tablets.

"Our starting point saw the majority of children in Manaiakalani schools below the national norms for educational achievement," says Russell. "We are now seeing hugely improved educational outcomes in our children. Research undertaken by The University of Auckland's Woolf Fisher Research Centre means we can be confident of having a tested method of changing up teaching practice, which leads to accelerated achievement by students."

manaiakalani.org



Summer Learning Journey

Reversing the summer slide in student literacy achievement

Summer Learning Journey (SLJ) is a digital literacy programme to support students over the summer holiday period. It is an equity-focused programme, designed to provide students from low-income communities with access to digital learning opportunities outside of school. In the absence of such opportunities, students can lose more than 12 months of literacy learning over a single summer (six week) period.

SLJ's goals are three-fold. Firstly, to engage students in meaningful educational opportunities that promote learning and positive socialisation practices online. Secondly, to reduce the slide or slump in literacy (reading and writing) achievement that is characteristic of students over summer. Finally, it is to provide primary school teachers-in-training with professional development opportunities in the design and implementation of digital initiatives.

The programme is the product of a partnership between the schools of Manaiakalani; educators, leaders, students, family and whānau in those schools around New Zealand; educational researchers working at the Woolf Fisher Research Centre at The University of Auckland; and philanthropic funders supporting the Manaiakalani Education Trust as well as the MSA Charitable Trust and the Wright Family Foundation.

Project leader Dr Rachel Williamson views her role as one of an academic trainer, working with a team of educators to keep students "match fit" over summer. SLJ was offered in nearly 50 low-decile schools during the 2018-2019 summer holiday period, its fourth year of operation.

sites.google.com/site/summerlearningjourney



Springboard Trust

Building strategic leadership skills in education

Springboard Trust works with the New Zealand education sector to help school principals and other school leaders develop strategic leadership skills – and in turn, improve students' educational outcomes. Since beginning in 2007, programmes and services have been delivered to school leaders and their leadership teams across eight regions, with Springboard supporting more than 400 schools (amounting to 17 percent of New Zealand schools) with a student population of over 160,000.

Springboard's unique volunteer-based delivery model has helped more than 300 highly skilled professionals to contribute their experience and knowledge to education

leaders, including senior executives from ASB, KPMG, Spark, Fonterra, Air New Zealand, McKinsey & Company and IAG.

"Over the last decade, we've learned that by facilitating cross-sector collaboration, we can all contribute to the growth and development of our school leaders and communities," says Springboard Trust Board Chair Ian Narev. "Our work is grounded on the fundamental premise that effective strategic leadership transforms school communities to take collective responsibility for the success of all learners. "

"If our schools thrive, our society thrives," says Ian. "Through our work, we aim to play our part in ensuring that all Kiwi kids, regardless of where they live or what their means are, have access to a great education."

springboardtrust.org.nz



Teach First NZ: Ako Mātātupu

Encouraging the best and brightest into teaching

Teach First NZ: Ako Mātātupu recruits outstanding graduates and career changers to bring knowledge, energy and leadership into low-decile secondary schools. The recruits undertake an intense teacher training course and commit to a two year programme – working toward a vision of educational equity through system change, and for all young people of Aotearoa to achieve their full potential.

"Currently, Aotearoa New Zealand has one of the highest levels of educational inequality in the developed world, which results

in thousands of students falling through the cracks of our education system," says Chief Executive Officer Jay Allnut.

The flagship two-year Teaching and Education Leadership programme is in its seventh year, and the network of participants and alumni have served over 30,000 students so far. Of those who have completed the programme, 85 percent have continued to teach beyond their first two years and 25 percent are now in leadership roles within their schools.

"Evidence shows that strong leadership is crucial for improving outcomes for our rangatahi," says Jay. "And in turn, educational achievement is one of the most effective ways to accelerate social mobility, improving social and economic outcomes for all New Zealanders."

teachfirstnz.org





Space for you and your baby supports parents and whānau in a baby's first year. Photo credit: Space.

The Education Hub

Bridging the gap between research and practice

The Education Hub is building the infrastructure to accelerate the sharing of research, effective teaching practice and innovation in education in order to improve opportunities and outcomes for ECE (Early Childhood Education) and school-level students in New Zealand. It provides trustworthy, easy-to-read resources for teachers, documenting the latest research and high impact teaching practices, as well as capacity building opportunities to support teachers to strengthen and innovate in their practice.

The Education Hub was founded in 2017 by Dr Nina Hood, who had worked as a secondary school teacher before pursuing an academic career. As a teacher she noticed how difficult it was to access information on the latest teaching practice research. While completing her doctoral studies at

the University of Oxford, Nina became increasingly aware of the wealth of exceptional research that was not finding its way into classrooms. She also realised the deep practical knowledge and successful educational innovations of teachers in New Zealand were rarely shared beyond individual classrooms and schools. The Education Hub was designed to address these disconnects.

"We hope that by supporting teachers and academics there will be a significant shift in the outcomes of New Zealand school children," Nina says. "New Zealand has the opportunity to be a world leader in education, and The Education Hub can be a part of that journey."

The Education Hub also hosts the Bright Spots Awards – funded by NEXT – which sponsor teachers to develop innovative teaching practices and share their successful innovations with other teachers and schools.

theeducationhub.org.nz



Space

Parental support in a baby's first year

Space, for you and your baby, is the Parenting Place's post-natal programme, supporting new parents and their babies over their first critical year together. Space uses a group setting and format to nurture a sense of acceptance and belonging, supporting new parents to feel confident and valued in their parenting role.

As parents explore parenting and children's development, they build on their relationship with their baby, learning more about each other as they enjoy music, books and play experiences, while getting to know other new families.

"Becoming a parent is often a turning point in a person's life, a time of change and discovery," says co-founder Leanne Dawson. "Support at this critical time ensures parents are equipped to make decisions confidently as they understand their new role and develop the resilience necessary to support their children. We are working to ensure that every new parent can access post-natal support within their community."

Space is delivered by partner organisations in local communities, a model that supports community engagement as parents become familiar with the resources available to them and their families/whānau, while forming strong connections with other whānau and local services.

space.org.nz



Ngā Pūmanawa e Waru

Rotorua – a great place to learn

Ngā Pūmanawa e Waru is an innovative, community-driven initiative that supports schools, learners, iwi, communities and whānau/families to make Rotorua "a great place to learn". Established to address the growing challenge of inequity amongst the Rotorua district's schools and in some cases declining rolls, it is demonstrating the ability of a backbone organisation to bring a transformational shift to collaborative, digitally-enabled learning in the district.

"We assist schools to grow their expertise in learning, leadership, iwi and community engagement, technology and measurement," says Executive Chair Leith Comer, "and we specialise in co-constructing plans with schools to coordinate and deploy that expertise."

Over the three-and-a-half years of NEXT investment, Ngā Pūmanawa e Waru partnered with 40 schools, working with 14 Te Arawa iwi/hapū (tribes or sub-tribes), key international technology companies, and many Rotorua community groups. As well as delivering leadership development programmes for school principals, there has been a strong focus on providing learners with access to technology through the provision of devices and ubiquitous connectivity both inside and outside the school gate.

A partnership with The Mind Lab has enabled teachers to operate more effectively in a digital learning environment. And sitting behind this has been a strong focus on measurement, used to inform and continuously adapt the Ngā Pūmanawa e Waru approach.

npew.org



The Mind Lab

Empowering teachers for digital change

The Mind Lab believes teacher education is critical to making the most of advances in technology, and has developed a Postgraduate Certificate in Digital and Collaborative Learning to help teachers and educators upskill for the digital age.

"Technology advancements are being integrated into the classroom," says The Mind Lab founder Frances Valintine, "but technology alone does not mean better teaching and learning. Teacher education is crucial."

Through a collaborative learning environment, teachers and educators develop practical strategies for bringing

technology to life in the classroom. By overcoming barriers, they are empowered to provide digital education for the benefit of all learners.

NEXT Foundation granted a series of scholarships over four years, enabling more than 4,300 New Zealand teachers to upskill and further prepare for a rapidly changing education environment.

Says Frances, "Our partnership with NEXT Foundation shares a vision to provide all Kiwis with the skills and confidence to embrace the opportunities of a globalised world."

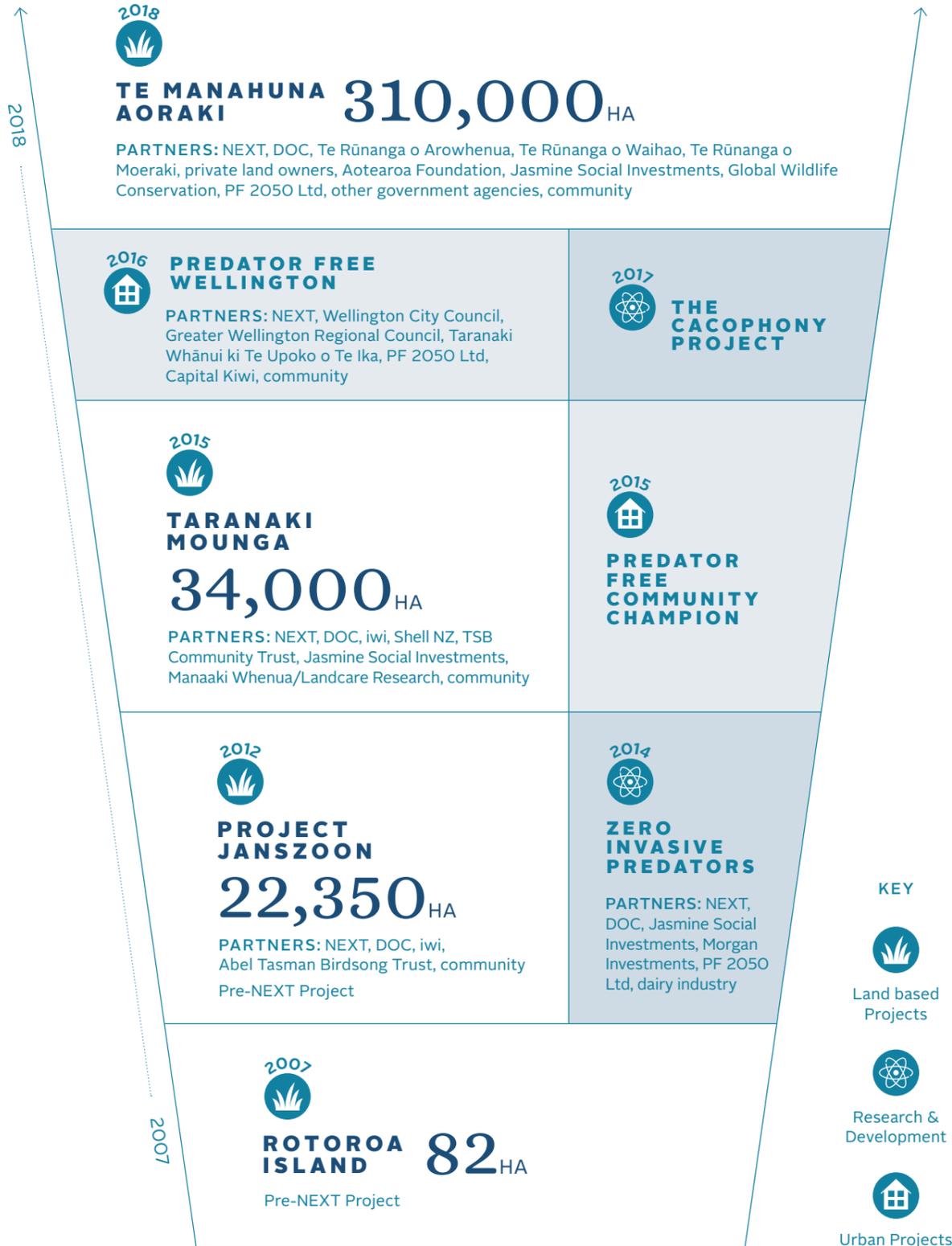
themindlab.com



NEXT supports the NEXT Expert Teacher Awards through The Mind Lab. NEXT has also sponsored more than 4,300 New Zealand teachers to undertake The Mind Lab's Postgraduate Certificate in Digital and Collaborative Learning. Photo credit: The Mind Lab.



Tracking NEXT Environment investments



Takahē being released on predator free Rotoroa Island. Photo credit: Striped Trees Productions.



“We think it is possible to apply the predator free goal in a more complex landscape at scale. We can do it because of what we are learning from NEXT projects and others.”

Devon McLean, NEXT environmental advisor

Te Manahuna Aoraki

Enhancing biodiversity in our iconic landscapes

Te Manahuna Aoraki is a large-scale conservation project focused on restoring the natural landscapes and threatened species of the magnificent upper Mackenzie Basin and Aoraki/Mt Cook National Park.

The project will enhance biodiversity across 310,000 hectares of Aotearoa New Zealand's most stunning landscapes, including braided river systems, high country farmland and alpine habitats.

The area is home to many endangered species, including kea and rock wren in the alpine zone, and braided river species such as wrybill, robust grasshoppers, banded dotterel and the world's rarest wading bird, the kakī (black stilt).

"This is a wonderful project about preserving and restoring the life and biodiversity of this very beautiful part of this country," says Dr Jan Wright, Chair of Te Manahuna Aoraki and former Parliamentary Commissioner for the Environment. "We will be working with iwi, landowners and other interested parties to take the invaders, whether they be plants or animals, out of the landscape as much as possible, to give what should be here the greatest chance to survive. That is very exciting."

Launched in November 2018 Te Manahuna Aoraki's founding partners are the Department of Conservation, NEXT Foundation, Te Rūnanga o Arowhenua, Te Rūnanga o Waihao and Te Rūnanga o Moeraki. They are joined by high country landowners and investors, Aotearoa Foundation, Jasmine Social Investments, Global Wildlife Conservation, Predator Free 2050 Limited and other government agencies, together with the wider community.

temanahunaoraki.org

Taranaki Mounga

He Kawa Ora! Back to Life Restoring the ecological resilience of Taranaki Mounga in partnership with iwi, agencies and communities

Restoring the ecological vitality of Taranaki's mountain, ranges and islands is the vision for Taranaki Mounga, a collaborative partnership between the Taranaki iwi, Department of Conservation (DOC), NEXT Foundation and founding sponsors Shell NZ, TSB Community Trust, Jasmine Social Investments and Landcare Research/Manaaki Whenua, together with the wider community.

Covering over 34,000 hectares and involving numerous community groups and trusts, the project aims to rid the mounga (mountain) of animal and plant pests, restore lost species, and strengthen existing threatened species such as

whio (blue duck), toutouwai (North Island robin) and North Island brown kiwi.

"The principle of kotahitanga underpins our project," says Jan Hania, Taranaki Mounga Project Director. "Collaboration between the many community conservation groups, local and regional bodies, businesses, DOC and iwi has been the key to early success. We share the goal of restoring the ecology of the Taranaki region."

In May 2018, the decades of biodiversity work in the region, including by Taranaki Mounga, saw the region announced as the first large-scale project to receive funding from Predator Free 2050 Ltd. Taranaki Taku Tūranga – Towards Predator Free Taranaki – is led by the Taranaki Regional Council and will install intensive, multi-species predator control over 700,000 hectares. Taranaki Mounga is working closely with the Council to ensure the success of the project.

taranakimounga.nz



Taranaki Mounga is restoring the ecological resilience of the mountain, ranges and islands.



Zero Invasive Predators is developing tools and techniques towards a predator free New Zealand.

Zero Invasive Predators (ZIP)

Enabling a new future

NEXT partnered with the Department of Conservation in February 2015 to establish ZIP, a research and development entity focused on developing the tools and techniques to help enable an ambitious and exciting goal: the complete, permanent, removal of possums, rats and stoats from large mainland areas for the long-term, sustainable protection of native species. The partners were subsequently joined by Jasmine Social Investments, Morgan Investments, a coalition of dairy industry players and Predator Free 2050 Ltd.

ZIP has made a number of significant advances toward its goal including: the development of a "virtual barrier" to prevent the incursion of predators into a protected area; a lean network of remote-reporting traps to detect and

respond to possums that breach a virtual barrier; a low-height (1.1m) predator fence; a method of using aerial 1080 that can completely remove possums (and potentially rats) from large areas; and an automated lure dispenser capable of extruding fresh food-based lures for up to a year.

ZIP has also identified highly effective food lures for possums, rats and stoats, proved the ability of bio-markers to measure the movement of possums and rats across barriers, and confirmed the effectiveness of rivers as a barrier to possum migration.

Says Al Bramley, ZIP Chief Executive: "Everything we have learned to date has enabled us, for the first time ever, to embark upon a programme of work to completely remove possums and prevent them from re-establishing at a 12,000 hectare wilderness area in South Westland."

zip.org.nz



Predator Free Wellington

The world's first predator free capital city

The goal for Predator Free Wellington is a bold one: eradicate all rats, mustelids and possums from the Wellington peninsula, enabling native wildlife and communities to thrive.

Remarkable for its scale and ambition, Predator Free Wellington is the only global example of such a project in a capital city where people work, live and play every day.

Urban trapping has already become a social movement in Wellington, involving thousands of households, and this project aims to build on that community support, as well as on a 20-year programme of integrated predator control across various agencies, including a network of 120 community groups working in public reserves. Many

of our unique native species are already reappearing in neighbourhoods across the city.

Miramar Peninsula will be the first area to target full scale predator eradication. Backyard trapping has helped reduce numbers already, and possums were eradicated in 2006. Says James Willcocks, Project Director for Predator Free Wellington: "The learnings from Miramar will help us roll out into Island Bay and the city, and then in successive waves north to Porirua."

The project is a partnership between NEXT Foundation, Wellington City Council, Greater Wellington Regional Council, Taranaki Whānui ki Te Upoko o Te Ika, Capital Kiwi, Predator Free 2050 Limited and the wider community.

pfw.org.nz





Project Janszoon is a pre-NEXT project, restoring the biodiversity of the Abel Tasman National Park.
Photo credit: Ruth Bollongino.

Project Janszoon

Transformational change in the natural environment

Project Janszoon is restoring and preserving the Abel Tasman National Park's rich wildlife for all to enjoy. Named after Abel 'Janszoon' Tasman, the trust was launched in 2012 with a goal of achieving transformational change in the Park. Project Janszoon works with partners – including iwi, Department of Conservation (DOC), Abel Tasman Birdsong Trust, tourism operators and the community – to eradicate pests and weeds, bring back native birds and bush, and inspire a culture of care for Abel Tasman National Park.

Project Janszoon and DOC have agreed ecological targets for the Park as part of the Tomorrow Accord (see pages 24-

25). When those targets are met, for instance when there are no longer coning-aged wilding conifers left in the Abel Tasman, the responsibility to maintain those ecological gains will be handed back to the Crown.

"Project Janszoon has made considerable progress in controlling pests and restoring wildlife in the park," says Project Director Bruce Vander Lee. "Already birds like native parrot kākā, kākāriki, tieke (saddleback) and rare native ducks whio (blue duck) and pāteke (brown teal) have been returned and over 45,000 native trees planted. We are seeing significant interest and support from the community and visitors to see these gains maintained and improved upon."

Project Janszoon is aiming to complete the restoration by 2042 – in time for the Park's 100th anniversary.

janszoon.org



The Cacophony Project

Information technology for predator control

The Cacophony Project is an initiative applying information technology to conservation to help find solutions for a predator free New Zealand. The two unique aspects of the project are that it is open sourced, so anyone can freely use or contribute, and it uses digital tools, which Moore's Law suggests are likely to double in performance and halve in price every two years.

Founder Grant Ryan started the project after a career in technology start-ups and could see the potential for using these tools to help some of New Zealand's largest biodiversity problems.

To make New Zealand 100% predator free, Grant says firstly you must be able to detect 100% of predators. He and his Cacophony team have created a cost effective, highly sensitive heat camera that uses artificial intelligence to detect predators - and birds.

Now that Cacophony has this detection tool it is trialling using sounds and light to lure the predators into traps, triggered by real time detection. So, a possum may be lured into a trap with the mating call of another possum rather than the standard food bait.

Says Grant: "Initial tests show this to be 100 times better than the standard trapping methods, and our target is to improve this by another 10-100 times."

"The most encouraging thing about the project is not the great progress the team has made, but the trajectory of development that looks well on its way to providing dramatically better tools to make New Zealand predator free. Every time someone contacts us offering their skills to accelerate the project it demonstrates the value of the open source approach."

"We believe with the right tools New Zealand can be predator free well before 2050."

cacophony.org.nz



Rotoroa Island

Public conservation park and wildlife sanctuary

Rotoroa Island is a predator free public conservation park and wildlife sanctuary in Auckland's Hauraki Gulf, about an hour's ferry ride from downtown. In 2007, NEXT benefactors Neal and Annette Plowman committed to a 99 year lease from the Island's owners, The Salvation Army, and in 2008 the Rotoroa Island Trust (a pre-NEXT project) embarked on a massive project to return the Island to its natural state. It eradicated pests and revegetated the Island with 350,000 native plants, transforming it into the beautiful haven and 'island of restoration' it is today.

Rotoroa is a sanctuary to some of Aotearoa New Zealand's most endangered species. It is used as a creche for young kiwi, which are hatched elsewhere under the Operation Nest Egg programme and transferred to the Island for a year or two to thrive in a predator free environment – then returned to the wild once they are less vulnerable to predators such as stoats and feral cats. Rotoroa is also part of the Takahē Recovery Programme, and home to the endangered tieke (saddleback), pōpokotea (whitehead), pāteke (brown teal) and native skinks.

The Island is visited by thousands of ferry passengers and boaties every year who come to experience first hand the conservation of these iconic New Zealand species. The Trust offers guided conservation walks and overnight accommodation, fulfilling its vision of a conservation park open to the people of Aotearoa New Zealand to enjoy.

rotoroa.org.nz



Predator Free Community Champion

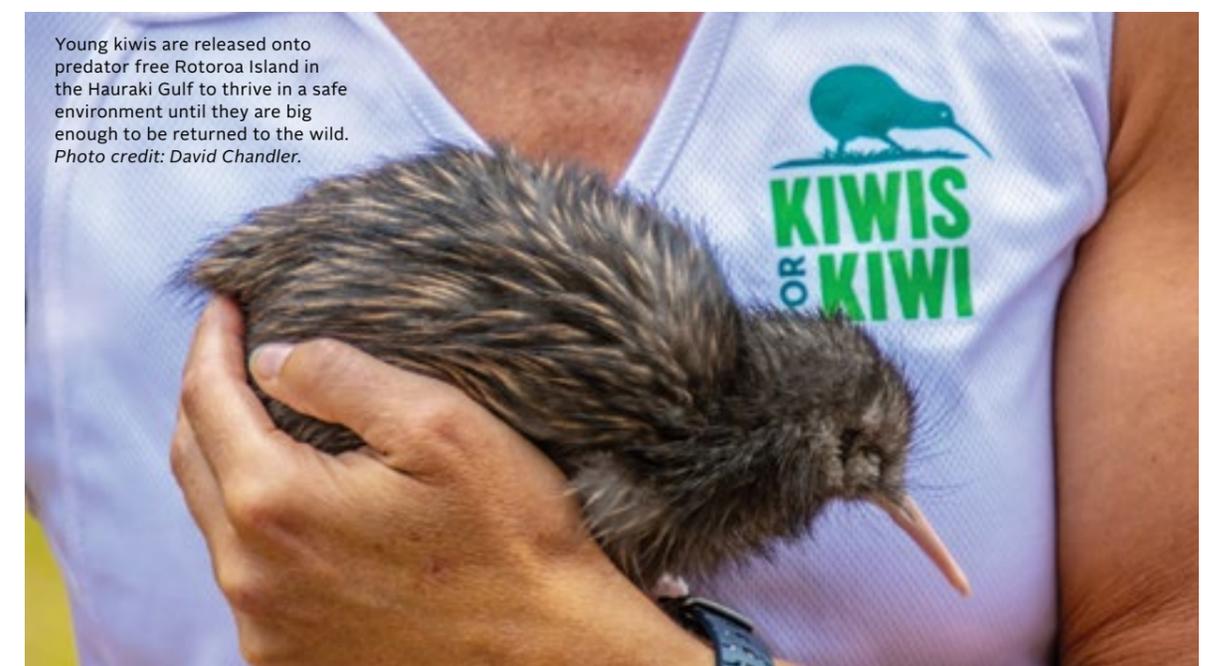
Catalysing predator free communities

Wellingtonian Kelvin Hastie was instrumental in starting Wellington's first predator free community – Crofton Downs Predator Free Community – which was a catalyst for Predator Free Wellington and the other suburban trapping groups that followed.

NEXT supported Kelvin for two and a half years while he mobilised other Wellington communities into action – using

the Crofton Downs model to help set up similar systems for engagement and data collection. In that time, more than 40 suburbs joined the movement with a vision of making Wellington the first predator free capital city in the world.

Kelvin says he has been heartened by the response of Wellingtonians getting behind the project, and is reminded of their success every day. "The return of birdlife and birdsong has been amazing. We have kākā and kākāriki in our backyards. The way Wellingtonians have got on board this project and shown their support has been astounding. I absolutely believe Wellington will become the first predator free capital city in the world."



Young kiwis are released onto predator free Rotoroa Island in the Hauraki Gulf to thrive in a safe environment until they are big enough to be returned to the wild.
Photo credit: David Chandler.

Partnerships & Collaboration

At the heart of NEXT Foundation's philosophy is the concept of strategic philanthropy.

For NEXT this involves the investment of not only money, but expertise and experience too. By linking financial assistance with the principles of sound business practice – good governance, clear goal-setting, measurement and accountability – NEXT aims to multiply the impact that money alone might buy.

This is especially important in the two main areas of NEXT's focus, the environment and education. Both involve systemic challenges, multiple stakeholders, long timelines and sometimes conflicting viewpoints. By playing the role of "honest broker", as NEXT CEO Bill Kermode puts it, the Foundation can be the catalyst for the partnerships and collaborations that are vital to finding solutions to complex problems.

A great example of this is the Taranaki Mounga project, initially involving collaboration between NEXT, the Department of Conservation (DOC) and eight local iwi, and later including Shell NZ, TSB Community Trust, Jasmine Social Investments and Manaaki Whenua/Landcare Research. As director Devon McLean explains, NEXT played a crucial role in helping various parties overcome past differences and concentrate on their collective interest in restoring biodiversity in the 34,000 hectare Egmont National Park.

"Offering that neutral ground, that's very much how we see it," McLean says. "Don't bring the baggage, leave it at the door, and focus on the task at hand. Bring it back to the issues on the table, allow the parties to have a conversation around the objectives, without too much distraction."

That same approach, which has also been taken with the multi-partnership Project Janszoon in Abel Tasman National Park, will be applied to the biggest environmental project yet, Te Manahuna Aoraki. Ten times the scale of Taranaki Mounga, this ambitious 310,000 hectare initiative in the upper Mackenzie Basin and Aoraki/Mt Cook National Park in

the central South Island involves a wide range of stakeholders including NEXT, DOC, respective Rūnanga, Aotearoa Foundation, Jasmine Social Investments, Global Wildlife Conservation, Predator Free 2050 Ltd, 14 high country land owners together with Land Information New Zealand and the Ministry of Defence, and the wider community.

"We think it is possible to apply the predator free goal in a more complex landscape at scale," McLean says. "We can do it because of what we are learning from NEXT projects and others."

The willingness to tackle deeply-rooted problems that will take years to overcome has also been a hallmark of NEXT's work in the education field, says Pat Snedden, chair of Manaikalani Outreach. Aimed at harnessing digital technology to shift learning outcomes, this "public good partnership" of philanthropic organisations, businesses, parents, the state, teachers and individual supporters is a complex and "nuanced" operation.

"Manaikalani is about the liberation of the low-income learner," Snedden explains. "To have an organisation with NEXT's integrity, resource base and ability to inquire as to whether you're as good at what you do as you say you are, has been a powerful thing for us."

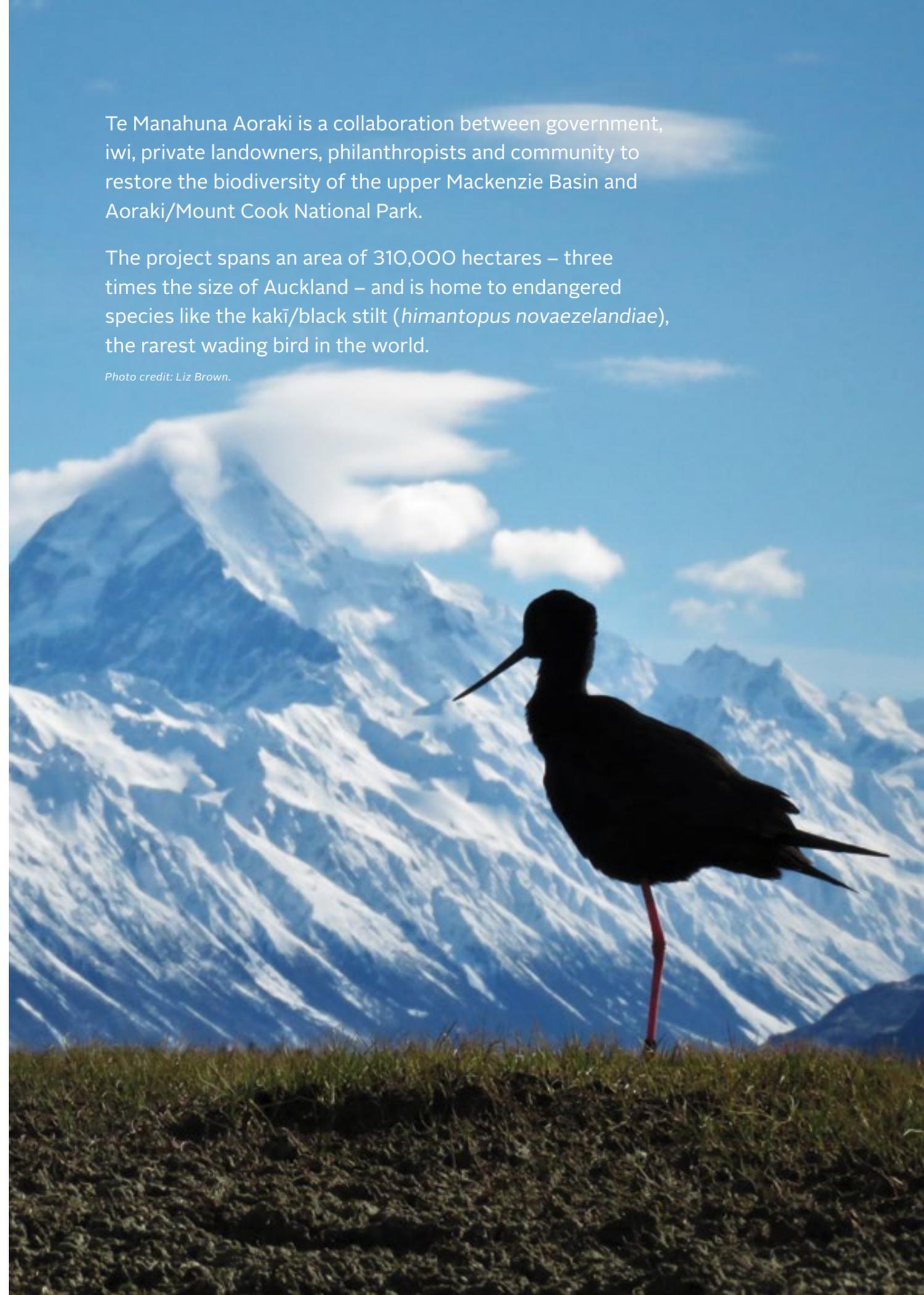
Having helped take academic achievement levels at one low-decile school in Auckland from virtually nil to over 90 percent, Manaikalani has now taken its Outreach programme to almost 80 similarly "challenged" schools around the country. The key, according to Snedden, has been a willingness to learn along the way and "a commitment to total transparency. You have to show the stuff that doesn't work as well as what does."

Being there for the long haul has made NEXT an invaluable partner, he says. "NEXT is one of the most mature funders we've ever had experience with. It's not simply that they invest in us, it's that the quality of their due diligence has given others the confidence to invest in us too."

Te Manahuna Aoraki is a collaboration between government, iwi, private landowners, philanthropists and community to restore the biodiversity of the upper Mackenzie Basin and Aoraki/Mount Cook National Park.

The project spans an area of 310,000 hectares – three times the size of Auckland – and is home to endangered species like the kakī/black stilt (*himantopus novaezelandiae*), the rarest wading bird in the world.

Photo credit: Liz Brown.



Why NEXT Invests in The First 1,000 Days

The first 1,000 days of a child's life (or more accurately, from conception to their third birthday) form a period of intense brain development, laying down the foundational architecture for lifelong learning. While the formal education system is geared towards learning from kindergarten age onwards, up to 85 percent of a child's brain development has already occurred by the age of three. Too many Aotearoa New Zealand children are not laying down good pathways for learning by that age.

The more we learn about brain development in that first 1,000 days, the more we realise how important it is to ensuring all children can achieve their potential. That insight underpins NEXT Foundation's decision to make the first 1,000 days one of its three education foci.

"There is a growing body of evidence showing that investment in early child development, starting during pregnancy, brings long-term human and economic returns," says Marion Heppner, who leads NEXT's first 1,000 days initiatives.

The single most important influence on a child's development during this early period of life is the home environment – including parents and the wider whānau/family. "All parents want the best for their children, but being a parent is challenging," says Marion. "We all need help sometimes. And some need more help than others, not because they're 'bad' or 'lazy', but because the odds are stacked against them."

NEXT believes that by investing strategically to enable parents and families to nurture their children's brain development, it can make a difference. "If we want more Aotearoa New Zealand children to do well at school, it's essential that we

enable parents and whānau to be their children's first and best brain-builders," says NEXT CEO Bill Kermode. "As a country we need to place a much higher value on the earliest years of life, and support for our babies. This isn't just about avoiding future cost, it's about seizing a really clear opportunity to make Aotearoa New Zealand healthier, happier and stronger."

Helping families in the first years of baby's life requires a broad strategy that goes beyond any one sector, and incorporates all the elements crucial to a child's earliest developmental years, including housing, health, and immediate family and wider community support. That means effective solutions touch multiple sectors, multiple government departments, and multiple organisations – and that they are not simple interventions. To inform NEXT's decision making about where to engage most powerfully, Marion carried out a mapping exercise of the "early years ecosystem", identifying where NEXT investment could have the greatest impact.

NEXT's first investments have been in rich early language (Talking Matters) and parent engagement, connectedness and confidence (Space through the Parenting Place). And we are interested in ways to reduce chronic stress so families have the "bandwidth" to nurture their children's development. NEXT's strategy focuses on giving an initiative financial confidence over a two to five year period; bringing a system perspective and providing access to expertise and advice (governance, communications, measurement, legal and technical); and helping build the interconnectedness between agencies that is vital to meeting the multi-faceted challenges of improving first 1,000 days experiences.

NEXT's approach is flexible and aimed at harnessing the energy, commitment and expertise that already exists within many communities. "We will support more than one organisation in any area in which we engage," says Marion. "These may not all be system-changing in their own right, but they will each make a strategic contribution to system change in some way."

"As a country we need to place a much higher value on the earliest years of life, and support for our babies. This isn't just about avoiding future cost, it's about seizing a really clear opportunity to make Aotearoa New Zealand healthier, happier and stronger."

NEXT CEO Bill Kermode

Photo credit: Daniel Lee.



NEXT's Ten Year Challenge

NEXT was created with the advantage of having a fixed life. And it was given the challenge of making a sustainable difference to complex problems that will likely not be fully solved in that lifetime.

Our response has been to think of NEXT as a catalyst for system change in its chosen areas – and to include the concept of sustainability in our support for environmental and educational organisations.

Because we are not a 'forever funder' for those organisations, we have to be focused on how we can help them get to a better place 'post-NEXT'.

Our role is to help make that transition to sustainability as powerful as possible. This is not just about sustainable funding – it is also about building the people resources and organisational capability to operate for as long as is required. And also to build the evidence for impact, the profile and the networks to be able to continue to drive system change into the future.

In Aotearoa New Zealand the Government is often part of the sustainable funding solution. The fact that we have, by international standards, a small, flexible government and one that believes in the concept of sustainability means that engagement with it is an important part of the mix.

The Tomorrow Accord we signed with the Minister of Conservation is an excellent example of government becoming part of a sustainable solution. The Department of Conservation (DOC) has sustainability at its core. However it has limited funding and has to use that funding on capital and operating projects spread over a huge estate (more than 30% of the country's land area). The Accord sets out an agreement that, if external parties can provide the capital to make

significant ecological gains in qualifying projects, DOC will underwrite the maintenance of those gains in perpetuity.

The Tomorrow Accord gives philanthropic and business partner funders (not only NEXT) confidence that the ecological gains created by the investment they make into Tomorrow Accord qualifying projects will be sustained. Its implementation is now well advanced in Project Janszoon in Abel Tasman National Park, and progressing well with Taranaki Mounga in Egmont National Park.

Part of NEXT's journey has been to experiment with and develop other models of sustainability. We are exploring that in education too. The Ministry of Education's support of Teach First NZ: Ako Mātātupu is an existing example of building sustainability in from inception. Developing relationships for Manaiaakalani and Springboard Trust with the Ministry are also positive and promising steps.

Government however is only part of the answer to the sustainable model question – 'sustainable' typically also means philanthropic, community, in kind, and corporate support. The philanthropic sector has an appropriate and sometimes ongoing part to play in long term support for organisations, especially in situations where there are strong local community drivers. As concepts like strategic philanthropy continue to develop in New Zealand (see the article on page 26) we envisage other powerful non-government options for sustainability will emerge.

We welcome the challenge of leaving the organisations we support empowered to make their difference permanently. Our land and our people will be here long after NEXT, and sustainability should be part of everything that we represent.



The Tomorrow Accord commits the Crown to maintaining the ecological gains made by Project Janszoon once they are achieved. Signing a Heads of Agreement on the targets are (front) Director-General of the Department of Conservation Lou Sanson, Project Janszoon Chair Gill Wratt, (back) Project Janszoon Director Devon McLean, DOC Director of Partnerships Martin Rodd, and Project Janszoon Project Director Bruce Vander Lee.

THE TOMORROW ACCORD
An agreement between the New Zealand Government and the NEXT Foundation

Vision: New Zealand is the greatest living space on Earth.

All New Zealanders have a stake in nature, because it underpins our lives and lifestyles.
New Zealanders' health and wellbeing, outdoor lifestyles, national identity and our economy all depend on our natural environment.
Our natural environment belongs to all of us, and we all have a role to play in protecting it for the benefit of present and future New Zealanders.
Visionary philanthropists are committed to contributing to this vision by investing in game-changing conservation interventions. They partner with the government on qualifying projects (defined overleaf) that achieve biodiversity gain and community engagement at a scale that leads to long-term social, environmental and economic transformation and inspires others to act.

The New Zealand Government is committed to ensuring that:

- qualifying projects are well supported (with both management and technical input that is fit for purpose); and
- New Zealanders gain environmental, social and economic benefits from healthy functioning ecosystems, from recreation opportunities and natural heritage, and from living our history; and
- where the agreed biodiversity outcomes are achieved, those outcomes are maintained by government for New Zealand's future.

The signatories to this Accord invite future conservation philanthropists and governments to commit to this vision and intention.

Chris Liddell
Chairman, NEXT Foundation
Director, Hutton Wilson Nominees Limited

Hon. Dr Nick Smith
Minister of Conservation
22 March 2014

Department of Conservation
Te Papa Atawhai

newzealand.govt.nz

Qualifying projects

In 2011 the Project Janszoon Trust created a unique partnership with the Department of Conservation to transform the ecological prospects of Abel Tasman National Park in time for the 40th anniversary of the landing of Abel Janszoon Tasman in 2042.

'Qualifying projects' will be projects that exhibit similar characteristics to that founding project and will be:

- focused on ambitious, measurable conservation objectives that could not be achieved by government working on its own;
- well aligned with DOC's brand, existing philanthropists' reputations, and with government long-term objectives (including Treaty obligations and broader public interest values);
- funded through philanthropic investment from credible, established philanthropists who are committed to engaged partnerships;
- long-term commitments from both parties;
- structured so that the project targets are achieved and funded through the partnership and the results are then maintained over the long term by government;
- primarily on public land and will result in public benefit;
- consistent with the scale and nature of other qualifying projects;
- interventions that contribute to positive social transformation that builds towards the vision of this Accord.

Department of Conservation
Te Papa Atawhai

newzealand.govt.nz

The Path to Strategic Philanthropy

Being recognised with the 2018 Kea World Class New Zealand Supreme Award was a timely reminder of the generous charitable contribution Neal and Annette Plowman have made over many decades, most publicly with the NEXT Foundation.

For Annette, however, the award was also an opportunity to use a rare public appearance to remind others of the potential rewards of large scale strategic philanthropy – specifically, that those in a position to do so consider giving away half of their personal wealth in their own lifetimes.

She acknowledges that “giving while living” is a challenging idea. “But I also think the reason that we decided to “come out” was because of NEXT. It wasn’t about us. It’s about our Foundation and all the projects it’s doing.”

From the outset, the guiding philosophy behind NEXT has involved a combination of factors – establishing a fixed life for the fund, a desire by the Plowmans to see tangible results from the Foundation’s investments, and a vision to spread the good word about the impact strategic philanthropy can have so that other individuals or families might do the same thing.

Having been successful in business, Neal explains, there came a time when personal and family needs were no longer an issue, but the needs of community and country loomed larger. “Now we’ve got to a point where we have more than we need, way more, and we’re happy to get into bigger projects and take more risks.”

While NEXT became the ultimate expression of Neal and Annette’s philosophy, their philanthropy began long before its establishment. Initially, wanting to maintain their own privacy and not be perceived as seeking credit for their philanthropic work, they funded projects anonymously through a charitable trust administered with others – Barrie Brown, Chris Liddell and Geoff Harley (as well as Neal himself).

Using this structure the Plowmans donated to some great organisations – including Lifeline (with whom Annette had been a counsellor), The Salvation Army, the Auckland City Mission and The University of Auckland – that they felt were doing vital, important work.

Over time, however, it became clear there was a niche the Trust could target – larger scale catalytic projects requiring not just money, but governance and management support too. Given the wealth of business experience and expertise among the trustees, plus their ability to help build capacity and offer strategic guidance, why not evolve to harness those non-monetary assets?

The first project to suggest the new approach was Rotoroa Island, for which the Trust funded a long-term lease from The Salvation Army to design and implement a conservation plan. It involved a departure from the Plowmans’ earlier approach, calling for hands-on involvement. When the Trust took on Project Janszoon in Abel Tasman National Park, a significant partnership with the Department of Conservation, it confirmed that the scale and complexity of this kind of philanthropic work would require greater structure and dedicated resource. The seeds of NEXT were sewn.

With Neal and Annette now wanting to take a step back from direct decision making, as well as maintain their cherished privacy, Chris Liddell proposed the establishment of a foundation to take over the original Trust’s work. He based his thinking on some deep research and reading around best practice in the field of strategic philanthropy, primarily in the US.

In short, good philanthropy involves the same principles as good business – clear goals and targets, planning and accountability, harnessing networks and, most of all, great people. As Neal puts it, “If you’re going to run an organisation, you have to have a team of people [and] you have to trust them ... and that’s what NEXT is doing. That’s what we did in business. If you don’t do that, you cannot grow. So it’s no different from normal business practice, but there has to be trust.”



NEXT Founders Neal and Annette Plowman receiving the 2018 Kea World Class New Zealand Supreme Award. Photo credit: Kea.

That trust extended to the people leading and working on the various projects NEXT supports. By focusing on innovation and the root causes of problems, the Foundation could empower and enable those already working at the coalface of any given challenge. “A lot of what we are doing is not path finding,” says Chris, “it’s just picking up ideas from others and applying it.”

The framework was clear from the inception: invest in a ten-year, \$100 million spend-down programme “for the benefit of future generations of New Zealanders”, and focus on high-impact projects in education and the environment, the two areas closest to the hearts of Neal and Annette. By doing it this way the Plowmans believed they would achieve the greatest return on investment.

“Neal really wanted that,” says Chris. “He felt you achieve the best results by having a fixed term. You just get in, make a difference and move on.”

Ultimately, of course, it’s the difference that is made that counts most. By confining the Foundation’s work to a few chosen areas of focus within education and the environment it has been able to avoid the dissipation of energy and resource that can be a risk for less focused organisations.

Given both Neal and Annette cared about New Zealand’s environment, and that Annette had formerly been a teacher, these were logical areas to concentrate on. Furthermore, they are both areas with significant, tangible challenges that demand real scale in terms of ambition and investment.

“Two focus areas felt manageable and right,” says Chris. “We had a theory of change. We said if the money is well spent and we focus on specific areas, and use the expertise of the management and trustees well, and bring people together, we can have vastly more impact than with dollars alone.”

Half way through the life of the Foundation, that theory has been put into practice. The last word should go to Annette, and her closing remarks from the 2018 Kea World Class New Zealand Awards evening. “NEXT is supporting positive change for our two greatest assets – our land and our people,” she said. “It’s what is important to us – to build a better New Zealand for the country and the people we love.”

The Evolution of NEXT

Neal and Annette Plowman have always had a philosophy of giving back. They focus on areas of interest to them that they think can be of greatest long term benefit to Aotearoa New Zealand.

Neal's passions are business and conservation, and Annette, a former teacher and counsellor, likes supporting education and social issues.

Their support has been extremely generous and often low profile. Prior to NEXT being established donations were usually made anonymously - often not even the recipients were aware of the source.

These are the significant donations made by the Plowmans, both pre and post the creation of NEXT.



2003 - 2012 University of Auckland Business School	Establishment of an endowment fund for The University of Auckland Foundation and provision of financial assistance to establish the Chair in Entrepreneurship.
2005 - 2010 Auckland City Mission Foundation	Establishment of an endowment fund to provide an ongoing source of annual funding for the Auckland City Mission.
2005 - 2012 Lifeline	Financial help to enable Lifeline to own its own premises, together with funding to the Lifeline Foundation.
2006 - 2010 The Salvation Army	Matching funding with The Salvation Army to build the Booth College of Mission in Wellington.
2007 - ONGOING Rotoroa Island	The purchase of a 99 year lease for the island from The Salvation Army, with subsequent restoration and establishment as a wildlife sanctuary and public conservation park for the people of Auckland.
2007 - ONGOING Auckland University of Technology	Funding 10 scholarships a year for students undertaking an international business degree.
2007 - 2012 Young Enterprise Trust	Help to fund a business programme run through Auckland secondary schools, teaching business principles to students.
2011 - 2013 Project Crimson	Funding to help Project Crimson deliver a tree planting programme in schools.
2011 - ONGOING Teach First NZ: Ako Mātātupu	Attracting and developing outstanding university graduates and career changers to teach in secondary schools serving low income communities.

2012 - ONGOING Project Janszoon	Founding partner in a collaborative project between government, iwi, philanthropy and community to restore the Abel Tasman National Park.
2014 NEXT FOUNDATION LAUNCHED	\$100 million, 10 year strategic philanthropic spend-down fund investing in transformational environmental and educational projects to make Aotearoa New Zealand a better place for our land and our people.
2014 - ONGOING Zero Invasive Predators	A partnership between NEXT and the Department of Conservation to develop innovative tools and techniques to eradicate rats, stoats and possums on the mainland - without fences.
2014 - 2018 The Mind Lab	The funding of more than 4,300 teachers into a postgraduate qualification in digital and collaborative learning - so their students are better prepared for the future.
2014 - ONGOING Springboard Trust	Support of an educational initiative where business leaders provide strategic leadership development for principals and other school leaders.
2014 - 2015 Te Awarua	Provision of an incubation grant supporting a national movement of Kiwis taking action to care for our waterways.
2015 - ONGOING Manaiakalani Outreach	Funding of an outreach programme to take a digitally enabled model of advanced teacher practice, founded in Tāmaki, Auckland and offering accelerated learning, to other low decile communities across New Zealand.
2015 - 2018 Ngā Pūmanawa e Waru	Funding of a backbone organisation to support a digitally enabled, collaborative, future focused learning collective impact initiative across schools in the Rotorua district.

2015 - ONGOING Taranaki Mounga	Founding partner in a collaborative project between government, iwi, business, philanthropy and community to restore the Egmont National Park and surrounds.
2015 - 2018 Predator Free Community Champion	Funding of Crofton Downs Predator Free Community founder Kelvin Hastie for two and a half years, inspiring community backyard trapping in Wellington and beyond.
2016 - ONGOING Predator Free Wellington	Founding partner in a collaborative project between local and central government, iwi, philanthropy and community to make Wellington the first predator free capital city in the world.
2016 - ONGOING Talking Matters	Funding of a community based initiative promoting rich language interaction with babies and young children.
2017 - ONGOING The Cacophony Project	Support of an open sourced project applying information technology and artificial intelligence towards a predator free New Zealand.
2017 - ONGOING Space	Funding of a support programme for new parents, helping them navigate the critical first year with their baby.
2017 - ONGOING Summer Learning Journey	Funding of a holiday blogging programme for low income Manaiakalani school children to reduce the "summer slump" in academic achievement over the summer holidays.
2018 - ONGOING The Education Hub	Support for the development of a resource for New Zealand teachers bridging the gap between educational research and professional practice.
2018 - ONGOING Te Manahuna Aoraki	Founding partner in a collaborative project between government, iwi, private landowners, philanthropy and community to restore biodiversity in the upper Mackenzie Basin and Aoraki/Mt Cook National Park.

REACHING OUT TO AOTEAROA NEW ZEALAND

Surrounding themselves with a trusted group of friends and advisers has always been part of the Plowmans' business philosophy - and they have carried that into their philanthropic approach too.

When NEXT was established they appointed Bill Kermod as CEO, a strong Board, executive, advisory panel and kaihautū who included some of New Zealand's leading environmentalists and educationalists.

NEXT then ran a robust selection process to select and invest in innovative initiatives in education and the environment - where the inspirational leader was just as important as the project itself.

Through these investments the NEXT reach is extensive - hundreds of thousands of principals, teachers, children and whānau/families benefit from NEXT support - while progress in the environment is helping save our precious native forest and endangered birds.



CHRIS LIDDELL CNZM, FOUNDING CHAIR

The Next Five Years

Five years on from its inception NEXT has great life and spirit, driven by the wonderful initiatives and leaders it has invested in – and the substantial improvement they have already contributed to the land and people of Aotearoa New Zealand.

NEXT will build on the knowledge and experience gained from its first five years to create an even bigger impact in the next five – the final push of its ten-year life. The objective remains the same - discovering passionate, inspirational leaders and their projects, supporting them financially and non-financially, watching them grow and develop to a point where they are standing independently from NEXT, and enabling them to make a transformational impact in their area of the environment or education.

There is also a wider objective – developing strategic philanthropy in New Zealand. The country is a relative newcomer to that concept, but I believe we are close to an exciting inflection point.

New Zealanders have always been generous, often in contributing to charities through small dollar amounts, and through significant personal time and energy committed to community projects. Strategic philanthropy differs in that it takes a longer-term approach, and focuses more on “not just giving people fish, but also teaching them how to fish”. It generally requires more funding, a longer timeframe, and an institutional structure.

Fortunately there is a new wave of wealthy New Zealanders looking to give back. They are reaching an age and stage when they are interested in contributing to the country that provided them with their opportunities. What is needed is a pathway for those individuals and families to channel their

NEXT Founding Chair Chris Liddell (back) with Neal and Annette Plowman following the Kea World Class New Zealand Awards. Neal and Annette were named Supreme Winners in 2018. Photo credit: Renee Harbers.

generosity. One of NEXT's objectives is to build a successful example of that, and to make all its learnings available to anyone who wants them.

Five years on, NEXT is creating institutional knowledge that is world class, and open to all. Hopefully others will take advantage of that, do it their way, and New Zealand will see many more “NEXTs” in the future.

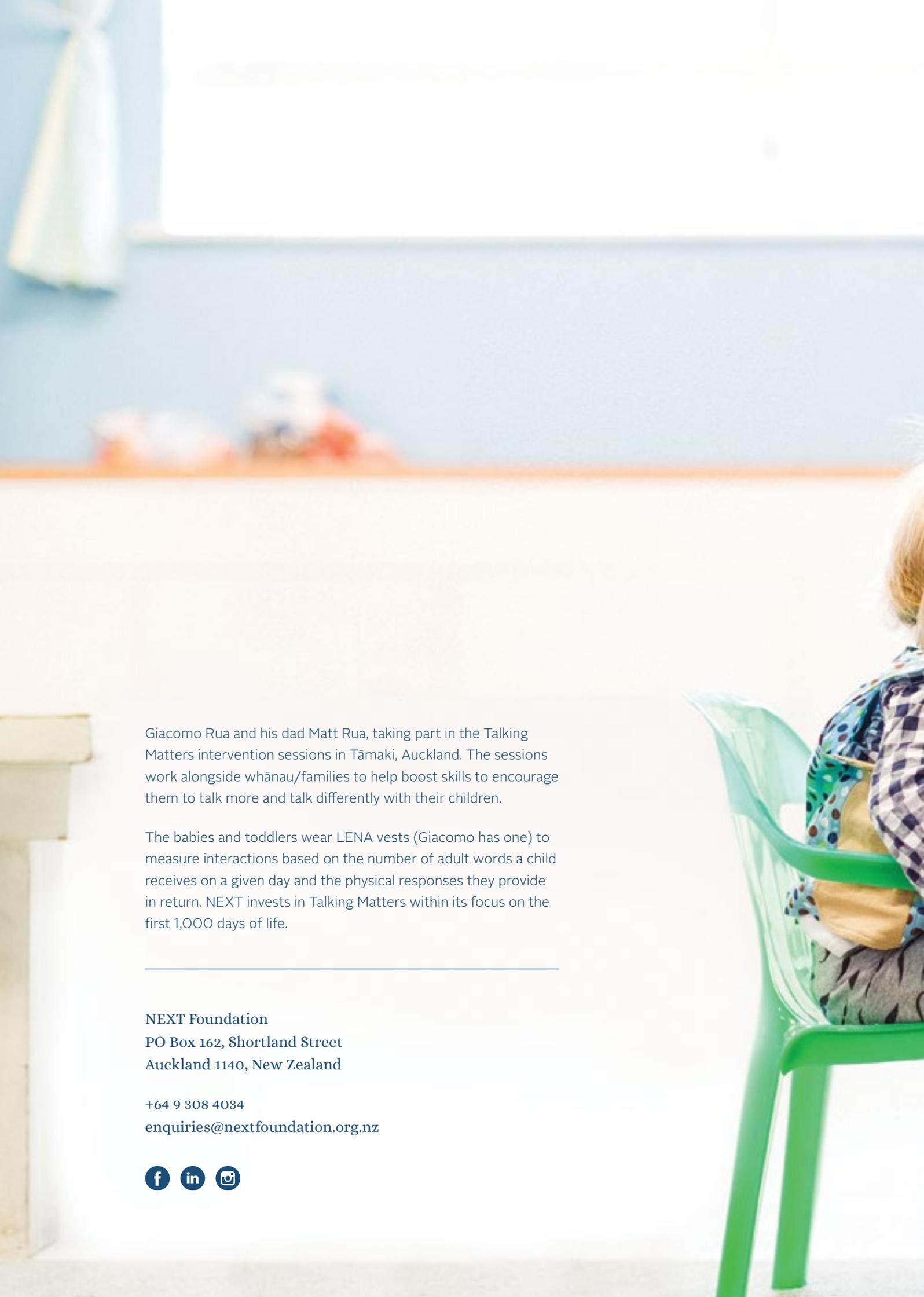
And what of NEXT after its ten-year life has run? We are working on what we have learned from NEXT, and how we ourselves can grow from that. Watch this space!

Manaaki whenua, Manaaki tangata,
Haere whakamua

Care for the land, Care for the people,
Go forward

Chris Liddell





Giacomo Rua and his dad Matt Rua, taking part in the Talking Matters intervention sessions in Tāmaki, Auckland. The sessions work alongside whānau/families to help boost skills to encourage them to talk more and talk differently with their children.

The babies and toddlers wear LENA vests (Giacomo has one) to measure interactions based on the number of adult words a child receives on a given day and the physical responses they provide in return. NEXT invests in Talking Matters within its focus on the first 1,000 days of life.

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