



**NEXT
STORIES**



NEXT Foundation Fellowships

Growing strategic agents of change

**NEXT
FOUNDATION**
Investing in our land, our people

‘Mā roto rā e kata’
Let me laugh inside



Next Fellowship Roopu Tuarua, Hokitika Gorge, Te Tai Poutini. Photo credit Jan Hania.

Summary

- Aotearoa New Zealand is facing serious challenges - social, environmental, economic and cultural - many of which are complex, embedded, fractured and ‘stuck’
- Isolated projects, programmes and organisations struggle to make a difference
- Working directly and flexibly with for-purpose leaders – in an authentic and safe way - can develop new ways of seeing, connecting and operating
- The NEXT Fellows initiative aims to catalyse potential, through a strategic philanthropy model that includes financial support; professional development; and building of community
- Cohorts are assembled around NEXT priority areas of environment, education and strategic philanthropy. While still early days, much learning and success has been achieved
- NEXT acknowledges the mana of all of the Fellows and their heart to make a difference for Aotearoa

The Fellowship concept

- Fellowships have been around in various forms for many years, often supported by philanthropy as their main mechanism for change, or as an adjunct to other ways of working (such as grants)
- They can be narrow and prescriptive, with pre-set terms, focus and outcomes
- More recent fellowships are increasingly flexible and open - targeting individual change-makers to scale up and enhance their effectiveness. Skoll, Schwab, Ashoka, Vodafone World of Difference and the four-year Tindall Social Entrepreneur Fellowships are examples of more thoughtful approaches
- Because of their open and individually responsive nature, fellowships can be difficult to host, and to prove measurable outcomes within short timeframes that are comfortable for 'traditional' funders (with more short-term focus)
- For complex and embedded 'wicked problems' - responsive and tailored support for change makers (and networking these leaders) can be a powerful lever

The NEXT Fellowship vision was born from the desire to back and connect people known to (or known of by) NEXT to do even greater things. Fellows with access to a suite of supports (including connection through hui or meeting together), centre on a project they are passionate about. Fellowship support includes access to networks (local and offshore), mentoring, connections with other change-makers, professional development and funding.

NEXT was influenced by the Bush and Mulago Foundation approaches in the United States. The initial pilot sought to find and help motivated individuals to maximise their impact and enhance systems-change potential, in the areas that NEXT seeks to make a difference. Three cohorts of a total of 19 people are now NEXT Fellows. They are selected for their potential to develop transformative initiatives that will benefit Aotearoa and the world.

'NEXT's mantra is to make Aotearoa a better place. When you understand what these Fellows are doing and what NEXT is doing – it is really changing communities and the greenscape of New Zealand. It is a mind-blowing space to be in. The NEXT approach to strategic philanthropy is quite different – there is impact at scale, there is social and environmental return.'

Eddie Tuiavii
NEXT FELLOWSHIP CONVENER

'We noticed an opportunity to grow capability and strategic philanthropy in New Zealand. We figured if we could create space, capacity and a network – alongside bespoke support for these inspiring leaders to develop their passion and their skills within a safe and authentic environment – we could help all of Aotearoa. All of the Fellows have incredible mana, it is such a privilege to walk alongside them.'

Jan Hania
NEXT FOUNDATION

'A fellowship is usually quite confined and has a clear structure. That is not the attitude NEXT have taken. They have said we will support what you are doing and your needs. It's very responsive. The support I get won't be the same as what others receive. Having NEXT able to adapt and apply that in different ways is amazing.'

Rose Challies
NEXT FELLOW

'Bill talked about the potential for significant and transformational change for New Zealand. The why for me was let's set the right frame, try and attract true New Zealand leaders and support them to reach the next level. I wanted to be part of that.'

Shelley Campbell
NEXT FOUNDATION



Fellowship Roopu Tuatahi and Tuarua explore Rotoroa Island, Tikapa Moana / Te Moana Nui ā Toi. Photo credit Eddie Tuiavii.

Purpose

The purpose of the NEXT Fellowship initiative is to build, connect and grow a cohort of inspiring individuals who are or will be:

- Leaders and catalysts for system change, in the areas of environment or education
- A vision for flourishing communities
- Working in an area related to one of NEXT's core focus areas

NEXT envisions creating a connected cohort of transformational leaders in the areas the Foundation intentionally seeks to make an impact.

NEXT handpick people who are known to them (or brought to their notice), that exhibit attributes of leadership, integrity and potential. Applicants are required to present a particular challenge, with a rationale for why it is important, what

they've tried, along with a strategy to work through during the Fellowship to achieve change.

Individuals selected are offered a suite of supports, including:

- Funding of up to \$100,000 to spend on pre-approved but flexible costs to drive their initiative, create a coalition of supporters and build their capabilities
- An 'education' component including a two-day introduction with NEXT, attendance at various Fellowship hui (meetings), engagement with NEXT investees, Board, Advisory Panel, and team, as well as the wider NEXT network
- Profile and endorsement from the Foundation

Participants have come from a wide range of disciplines, backgrounds and locations. For them (many of whom hold down full-time jobs) the flexible ethos has given them the resources, support and networks to 'get on and do'.



Fellowship Roopu Tuatahi and Tuarua on Rotoroa Island.

'The vision is to support people that we think are leading in the for-purpose space and who are what we would describe as strategic philanthropic lifers. They are working in a thoughtful and strategic way.'

Bill Kermode
NEXT FOUNDATION

'With Jan, Mike, Annette and Eddie, we have created a team that sits behind the Fellows. We facilitate, give individual support, allow reflection (and pivoting) and we coordinate the wananga opportunities where they get to talk and learn from each other and other great Kiwi's that we bring in.'

Shelley Campbell
NEXT FOUNDATION

'It's working alongside and with amazing people who are already working inside education or environment and aligned to NEXT. We are supporting them in capacity and capability building as individuals. And/ or developing their current project, or a new project, or idea, that they bring as part of their Fellowship.'

Mike Ferrand
NEXT FOUNDATION

'The Fellowship is energising and inspiring, helping me to step out of my normal space and challenge the possibilities of what could be achieved if I dared to do things differently. It's pushed me to think strategically about the activities that are critical to building a foundation that helps to move community, iwi, industry, and local authorities forward together, in the restoration of catchment wellbeing. It's created the opportunity for me to connect to a network of like minded individuals who are leaders in getting awesome stuff done!'

Naomi Aporo
NEXT FELLOW

'The NEXT Fellowship is quite different, it's less prescriptive. There is a tendency for fellowships to reinforce what is being done, build profile – this one is far more practical and backs the individual. This isn't MBA style or an idealised framework and I really appreciate that – it lets us get on and do.'

Rose Challies
NEXT FELLOW

Purpose

DRIVERS AND MOTIVATION

NEXT Fellows are passionate about a cause, and are actively seeking and leading change. They have a vision for a better world, and are working hands-on to making it happen.

Motivations for involvement include:

- Feeling 'compelled' to make change in an area of interest
- A desire to build talent, and flourishing communities
- A belief that change is always possible
- An opportunity to develop skills and leadership
- The potential for transformation and betterment of Aotearoa

'The education system isn't preparing our communities for the future of work. I am disappointed by the lack of equity and inclusion in the IT industry in New Zealand and the world. There are only 2.8% of the Pacific workforce employed in ICT here, 4.6% Māori . . . Talking to industry, how few of them have deeply looked at how they are being a good Treaty partner; how few have a digital equity and inclusion pillar in their organisation. The industry is full of a lack of representation, diversity is needed from board level down, as well as embodiment of equity. Transformation is needed to ensure the rooms we are in are culturally safe and to retain and grow talent. There is being invited to the table and there is leading and shaping the table, so there is not a table any more.'

Julia Arnott-Neenee
NEXT FELLOW

'Sometimes you are drawn by something you can't really explain. I just find myself compelled to do everything I can to reduce the gap between people and our environment, and people and people.'

Andrew Schollum
NEXT FELLOW

'For people to reach their full potential, we need a shift in the paradigm of talent, where talent is, that is one of the impacts that we are hoping to achieve through People for People. Talent is everywhere. Pathways are needed for them to flourish. It's like a shift from community being seen as receivers of knowledge and power – to being creators.'

Saia Mataele
NEXT FELLOW

'I think the for-purpose sector is under valued, also particularly people are often placed in leadership positions without formal training. You pick up a passion, pull everyone in together and then want to drive the purpose – but may not have the understanding on how to run the business and be a leader.'

Leanne Dawson
NEXT FELLOW

'The Fellowship allows me to focus on achieving impact at scale. I want to learn more about how early years' initiatives can be supported to make positive life-course impacts in a bigger way.'

Jimmy McLauchlan
NEXT FELLOW



Roopu Tuatahi, Glenorchy, Tāhuna



Roopu Tuatahi and Tuarua with NEXT Fellowship Team, Waiheke. Photo credit Eddie Tuiavii.

NEXT Fellows

Roopu Tuatoru



ABBIE REYNOLDS

Climate Change and Sustainability advocate, Auckland

The project: Using Systems Change approaches to identify and catalyse action at the biodiversity/climate crisis intersection.

From Abbie's experience across a range of common fronts, NEXT could see her enduring passion for sustainability and systems change. This makes her uniquely positioned to catalyse the big changes needed to face urgent biodiversity and climate change crises.



RACHEL DEVINE

Sustainability Leader and Environmental Lawyer, Minter Ellison Rudd Watts, Auckland

The project: Encouraging law change underway to enable environmental data collected through resource consents to be easily accessible by the public.

NEXT was impressed by Rachel's professional achievements and personal commitment to environmental law and equitable access to information. Supporting her to influence major systems changes underway now can greatly improve access to critical information.



IZZY FENWICK

Sustainability Design Principal DNA; Engagement Director The Aotearoa Circle, Auckland

The project: To foster, enable and empower the next generation to influence today's leaders and drive an industry transition to legacy-driven prosperity.

NEXT noted and shares Izzy's frustrated impatience with current leader's lack of action and urgency around critical issues facing Aotearoa's natural resources, businesses and people.



KIRIKOWHAI MIKAERE
(Tūhourangi, Ngāti Whakāue - Te Arawa)

Iwi Māori Data Specialist

The project: To develop a globally recognised indigenous data micro-credential that educates a network of indigenous data designers and innovators.

Through their awahi (support) for Kirikowhai, NEXT see from her roles, connections and expertise a unique understanding of how digital and cultural worlds can better cross over. The Foundation is investing in Kirikowhai's proven passion and ability.



RACHEL TAULELEI
(Ngāti Tuwharetoa, Ngāti Raukawa-ki-ti-Tonga and Te Atiawa)

Maori business leader with sustainability focus

The project: To identify and upskill aspiring indigenous talent and dial movers, to match them with positions of impact. Rachel believes practical application of Te Ao Māori belief sets opens the door to a productive and sustainable Aotearoa economy.

NEXT sees Rachel is ambitious about what needs to happen fast to connect and grow indigenous change-makers.



SEAN ZIELTJES

Project Manager, Taranaki Mounga

The project: Achieving a basis for the restoration of land and water in the Waitara catchment.

Sean is Taranaki Mounga Project Manager. He is keen to extend its community-building model to other aspects of the natural world.

NEXT will now help him pursue his personal mission to better re-connect communities with nature.

NEXT Fellows

Roopu Tuarua



JIMMY MCLAUHLAN

Business Development Leader, Methodist Mission Southern, Dunedin

The project: Developing frameworks, resources and tools to help funders achieve impact at scale in initiatives focused on the early years of a child's life. Jimmy was selected by the NEXT Foundation based on his strategic thinking and heart-felt commitment to the early years - particularly the critical role of emotional regulation, and how this impacts whole of life.



LESLYNNE JACKSON

Manaaki Tairāwhiti Lead, Gisborne

The project: To enable families and communities to make sense of their local social services and be able to actively engage in their own wellbeing. Leslynn was identified as a NEXT Fellow due to her wealth of relevant experience in social services and her heart for integration, to heal families effectively.



ROSE CHALLIES

CEO of Terra Nova Foundation, Christchurch

The project: Providing opportunities for strategic, impact-led philanthropy including meaningful measurement of environmental changes; examples of those leading the change; and opportunities for philanthropists to connect. The Foundation approached Rose because of her deep experience in the for-purpose space in England and Europe. She was perceived as someone who cares deeply about measurement to demonstrate impact.



SHANA MALIO-SATELE

Operations Manager Le Va, South Auckland

The project: Developing a conceptual and evaluation framework for youth led community development, focusing on community organising. Shana is hugely impressive and motivated in enabling community wellbeing through youth voice and narrative for good. This was the driver for her selection as a NEXT Fellow.



DR ERUERA TARENA

Ngāi Tahu (Ngāi Tūāhuriri), Christchurch, Executive Director, Tokona te Raki, Māori Futures Collective

The project: Developing an indigenous approach to social innovation and systems change. Eru is a leader in system change and iwi circles and is creating a school of learning to enable our rangatahi to be courageous future leaders. He was shoulder-tapped to apply for the Fellowship by NEXT.



JULIA ARNOTT-NEENE

Director Strategy and Insights Spinoff, Co-Founder of PeopleForPeople, Auckland.

Julia is an incredibly bright and powerful young Samoan woman, whose passion for bridging digital inequity is pervasive and inspiring. The Foundation was delighted to identify her as a NEXT Fellow, alongside Saia Mataele.



SAIA MATAELE

Digital Consultant Manager at PwC, Co-Founder of PeopleForPeople, Auckland

The project: A joint project strengthening digital inclusion and empowerment in Aotearoa New Zealand. Saia was chosen by NEXT as a quiet achiever with outstanding intellect who (alongside Julia) forms the dynamic duo, behind PeopleForPeople.

NEXT Fellows

Roopu Tuatahi



ALISON DEWES

Ecologist and veterinarian, Bay of Plenty

The project: Working with 'lighthouse' (leading) farmers to restore ecosystem health in the eastern Bay of Plenty catchment of Pongakawa, Kaikokupu and Wharere rivers, from the mountains to the sea. Alison is a well-known agent of change in the environmental aspects of pragmatic farm systems change and a clear choice as a Fellowship recipient.



ANDREW SCHOLLUM

Environmental consultant, Auckland

The project: Developing a framework for people and technology to help with healthy river management in urban environments. Andrew was nominated as a NEXT Fellow, given his strong background in policy analysis and natural resources reform and his heart to engage grassroots communities for sustainable change.



NAOMI APORO

Senior Leader Our Land and Water National Science Challenge, Nelson

The project: Setting a platform for restoration of waterway health within the Tasman region, in the Motueka catchment. Naomi is a wahine Māori leader whose strengths in arts and environment were significantly evident to the NEXT team, as was her ability to relay her skills and passion into specific outcomes on the ground.



ANDREW SHARP

CEO Bobux International, Auckland

The project: Using strategic philanthropy to reduce childhood poverty rates. NEXT selected Andrew for his combination of excellence in business, his ardent belief in equity for all and optimistic belief in social change.



LEANNE DAWSON

Founder of SPACE, Wellington

The project: Exploring systems leadership to better support children in their first 1,000 days. Leanne was approached by NEXT as a well-respected initiator of family-focused learning initiatives that were impactful and had scale potential.



THALIA WRIGHT

Specialist Advisor, family and child, Wellington

The project: Putting responsive relationships at the heart of our care and protection support for babies and their whānau. NEXT recommended Thalia as a Fellow, because of her intelligence, knowledge and passion for 'serve and return' – as a scalable opportunity for whānau to engage in developing babies' brains.

NEXT Fellowship support

- Bill Kermode** Chief Executive, NEXT Foundation
- Jan Hania** Environment Director, NEXT Foundation, Fellowship Lead
- Shelley Campbell** CEO Waikato Bay of Plenty Cancer Society; Fellowship co-lead
- Mike Ferrand** Education Kaihautū, NEXT Foundation; Fellowship co-lead
- Annette Fale, MNZM** Fellowship Coordinator, NEXT Foundation
- Eddie Tuiavii** Senior Advisor Deliberative Democracy, Auckland Council

'I walk alongside the Fellows as a guide, providing another level of wrap-around support for workshops and events and the Fellowship itself. With the Fellows it is about providing safe space, where they can be vulnerable, experiment and innovate – helping create space so the Fellows can be the best they can. Why did I become involved? To help create a better Aotearoa for future generations.'

Eddie Tuiavii
NEXT FELLOWSHIP CONVENER

Highlights and milestones

While at a still relatively early stage, two years in a plethora of highlights and milestones have been achieved, including:

- Launch of the NEXT Fellowship, reflective practice and constant refinement of approach
- The high calibre of the Fellows and their humility and mana
- Being surrounded by like-minded social innovators at the various hui
- Fellows bringing in significant funding to advance initiatives on the ground
- Various wins at initiative level (and more on the way)
- Making notable life and employment changes as a result of the experience, including stepping into roles of greater influence
- Sound relationships developing between participants and formation of an influential network
- Strong positive feedback from Fellows

'One of the coolest things is actually the cohort. You get your brain filled up sorting out your thing, it's really valuable to be hanging out with social innovators who are in other spaces, that sense of connection and community . . . While you are sorting out that stuff, I don't have to worry about it, I can borrow from you.'

Eruera Tarena
NEXT FELLOW

'We did some system improvement work in the Gisborne Work and Income office. We could see that the Work and Income staff were only getting it right about 50% of the time. Imagine if you had any kind of business, and you failed to get it right every second customer, you wouldn't stay in business very long. Imagine the savings – in human capital and the financial saving – if you got it right.'

Leslynne Jackson
NEXT FELLOW

'There was a distillation of the science (the Harvard Centre and so on), putting those into a model that resonates. That was a milestone. Looking at complex systems maps and trying to understand the concepts around, when you are implementing pilots and projects in a complex system, the path you could take.'

Andrew Sharp
NEXT FELLOW

'I love the fact that the other Fellows come from such different worlds and challenged my assumptions. They were so different to me.'

Thalia Wright
NEXT FELLOW

'We have funding to do 15 lighthouse farms, for how they can halve the contaminant loss. Success would be that those farms and farmers can tell a story to the rest of the catchment and the country.'

Alison Dewes
NEXT FELLOW

'Our cohort is awesome, trail blazers standing beside us. They can provide wisdom, courage, support and check our blind spots. Time away to be together, unpack together. I am so grateful for the hui, that face to face time, be seen and feel supported.'

Julia Arnott-Neenee
NEXT FELLOW



The NEXT team with fellows from Roopu Tuatahi and Tuarua on Rotoroa Island, one of the environmental initiatives NEXT supports.

'We were able to bring in one to two million dollar funding opportunities, for adjacent catchments, which was cool. Also showing what was possible in terms of visibility and transparency. Getting the bones together as a sort of pilot. This year we are working with DOC and the Kotahitanga Alliance Network in Nelson and Tasman. We can hopefully get further funding to build that map out in Golden Bay, Richmond and Nelson. Also there is a piece around iwi connections and relationships . . . There needs to be a long lead in with iwi.'

Naomi Aporo
NEXT FELLOW

'A massive highlight would be the development of the Fellows themselves. This time last year we were at a hui together, they were quite different. Last week we had dinner together, their self-esteem and mana has grown, it's phenomenal.'

Eddie Tuiavii
NEXT FELLOWSHIP CONVENER

'One of the highlights for me is the way Mike, Shelley, Jan and Annette have led the building out of the Fellowship. Another highlight is the way the Fellows have made the Fellowship work with their respective employers – those have all been different, but they seem to often be leading to more powerful, albeit changed, employer / Fellow relationships.'

Bill Kermode
NEXT FOUNDATION

'I was seeing it early on. A couple of Fellows were already more bold and courageous in taking on bigger roles and adapting their current roles, to focus on system change. That is already happening. They are all doing more influential and impactful things now. They are operating quite differently. There is a nice element of humility and composure.'

Jan Hania
NEXT FOUNDATION

Hui, insights and learning

NEXT FELLOWSHIP HUI

The purpose of the Fellowship hui is to convene, build and develop a network of change makers, in a safe and respectful environment. The approach is 'very bespoke' and based on where the Fellows are at, at any point in time.

Hui purpose and content includes:

- Building and nurturing a network of leaders
- Playing to the strengths of individuals and the group. Strengths Finder tools are increasingly utilised, 'this has grown on us, to enable more focused conversations on strengths of individuals and cohorts'
- Storytelling and narrative for system change
- Intentioned cross-fertilisation of Fellows, over divergent sectors

'Sometimes it can be lonely out there tackling these systemic challenges. We augment the learning by bringing in respected leaders from diverse backgrounds across Aotearoa, who have been successful change makers. We listen and respond to the needs of the group. It is about building a transformational community.'

Jan Hania
NEXT FOUNDATION

INSIGHTS AND LEARNING

Numerous insights and lessons have accrued from the groups to date (particularly from the first, where there was rapid iteration). Learning will continue to be documented, for ongoing refinement and strengthening practice.

Insights and learning to date include:

- Interfacing between being with all the NEXT folk and Fellows, 'where you feel you can achieve anything' and integrating the learning in the 'day to day'
- Coping with busy full-time jobs and lives, while in the Fellowship
- The dance between a hands-off approach, versus structure and guidance (and the amount of NEXT capacity required, to run the Fellowship effectively)
- The power of building networks and holding safe space - which fill the tank; create connection; and inspire thinking
- Relationships and networks are the social capital of meaningful change (this includes bringing together different cohorts of Fellows, and adopting a longer term view, meaningful change takes time)
- Accommodation of diverse people and causes within a cohort can lead to increased cross-sector, cross-cultural collaboration and enhanced skills
- The needs of the group change with time

Roopu Tuarua, Tūranga, Te Tairāwhiti. Photo credit Eddie Tuavii.



'I was working at 0.8 but the reality is you still have a fulltime job, and then a Fellowship on top of that, and then I have other external appointments. The magnitude of taking that on, and a really heavy kaupapa like water. It was a really heavy load to carry for the year. I felt responsibility about the money they had committed, then the relationships formed (everyone cares so much) and I was leading it. It was a lot to carry.'

Naomi Aporo
NEXT FELLOW

'The biggest insight is that relationships have a currency to making true meaningful change. And operationalising relational concepts is not easy – it takes time and trust. It is totally worth it in the end.'

Shana Malio-Satele
NEXT FELLOW

'One of the interesting insights is we didn't overly structure the first Fellowship, that was uncomfortable for some. It allowed their ideas to emerge, without being shaped. The lights go on. When you get exceptional people, they can often be isolated - bring them together in an environment together and you see the sparks fly.'

Shelley Campbell
NEXT FOUNDATION

'It's more energy, there is a lot more energy than I thought. The relationships formed. It became a place to really look forward to in the work calendar. What I learned, finding a place of purpose, doing it in a shared space . . . I'm looking forward to it even more now.'

Jan Hania
NEXT FOUNDATION

'I learned that you are treated as a businessperson before you walk in the door. It was a humble learning for me. Like a lot of people in New Zealand, and those on the business side, there can be a derision of the social side . . . The experience was humbling. This is a complex world and an extremely complex set of issues. I had a level of arrogance. The experience has made me a better person, a better father, a better husband and a better boss.'

Andrew Sharp
NEXT FELLOW

'We ran the first cohort that was closing out into the start of the second cohort, on Waiheke. They crossed over, that was really good. They are feeding back to us what they would like to see from us and what we could do differently. It's not prescribed, we are working together and designing on the run.'

Mike Ferrand
NEXT FOUNDATION

NEXT fellowship strengths

Two years in, strengths of the NEXT Fellowship approach are beginning to emerge. These include:

- Flexibility, transparency and accepting no one approach suits all
- Networks, networking, mentoring, access to NEXT's profile, 'legitimacy' and connections
- Appropriate looseness of process, but expectations of robust planning, actions and outcomes
- Support mechanisms that are generous, tailored, adaptive and trusting
- Taking participant feedback on board and making changes
- Support from the NEXT team, 'It's like having like an old wise aunty and uncle to talk to'
- Evolving cultural awareness

'The Fellows are a diverse group and all show a common passion and ambition to make Aotearoa a better place for our land and our people. It's an honour and privilege to be part of the NEXT whānau, I believe in the kaupapa. We ask the Fellows how we can best support them. We bring them together for the hui, we do that three times a year. These have been in various locations from the beautiful Rotoroa Island to Arahura Marae. The strengths are hearing from each other, realising they are not alone and there are others dealing with the same challenges. My role is to ask how can we help you and not assume – to truly listen.'

Annette Fale MNZM
NEXT FELLOWSHIP CO-ORDINATOR

'The big strength is the backing to do something you would otherwise not get the chance to. It's time, support and money. Obviously the money is great, having the resources to do the work, but also being backed as a person and having that peer support is so valuable.'

Rose Challies
NEXT FELLOW

'The Fellowship itself is the strength, the fact it exists, it's dedicated to the kaupapa. And still in the process of learning itself.'

Shana Malio-Satele
NEXT FELLOW

'People are leading powerful change in their area of interest. These leaders will be connected to each other, connected to NEXT and almost certainly be connectors themselves.'

Bill Kermode
NEXT FOUNDATION

'Normalising cultural competency, ensuring we were operating from a tikanga, Te Ao Māori space. This was new to some of the cohort, they enjoyed the freshness, the authenticity.'

Jan Hania
NEXT FOUNDATION



Roopu Tuatahi, Kaiteriteri, Te Tau Ihu o te Waka. Photo credit Naomi Aporo.

THINGS THAT DIDN'T GO AS PLANNED

The NEXT team and Fellows have been forthcoming about what may not have worked as well as hoped, or could be considered for change in future, including:

- In the beginning, NEXT did not provide adequate structure or support
- Providing a safe and inclusive cultural space for such a diverse group is a work-in-progress
- Making better use of all that NEXT can offer the Fellows (including skills transfer)
- NEXT could be more reflective on how they host the process and what success looks like
- An occasional impatience from NEXT for simple answers to complex issues
- Evolution of retreat venues, to be more grounded in the communities served

'NEXT could provide more emotional support around people. This stuff is hard. Coming from business and wanting to make change in the for-purpose space, I wasn't prepared for what played out. NGO's were protective of what they were doing and at times I felt attacked. I have big shoulders, but more of that emotional support would have helped.'

Andrew Sharp
NEXT FELLOW

'There was not enough support at the start. Now we have Annette and Eddie supporting, I feel we are giving the Fellows a better deal, they will be better connected and hopefully they will feel safe.'

Jan Hania
NEXT FOUNDATION

'We haven't worked out the most powerful (ways) to tap into all that NEXT can offer. That is a work in progress.'

Bill Kermode
NEXT FOUNDATION

'For the retreats, there is an opportunity to incorporate the lived experience of communities more . . . learn as a cohort from what they are doing on the ground.'

Leanne Dawson
NEXT FELLOW

'How might NEXT do knowledge share and skills transfer. Everyone is trying to do this on a shoestring. How could the Foundation with their resources, share this with the Fellows.'

Julia Arnott-Neenee
NEXT FELLOW



Roopu Tuatahi, Kaiteriteri, Te Tau Ihu o te Waka. Photo credit Naomi Aporo.

The future

While still early days, NEXT is looking to where the NEXT Fellowships may go in future.

Early insights would indicate the initiative can be a valuable vehicle in NEXT's portfolio of strategic philanthropic tools and aspirations. The original vision and intent has been borne out, with promise and potential justifying an ongoing (and evolving) approach.

Suggestions of 'where to next' include:

- Tapping increasingly into the collective knowledge of the group
- Increasingly exploring the strengths of a uniquely Aotearoa model
- Building ongoing connections, beyond the Fellowship year and between cohorts

'I believe the Fellowship will naturally go from strength to strength, through the experience of just doing it. The people are so caring and knowledgeable.'

Leslynn Jackson
NEXT FELLOW

'There is huge knowledge with the Fellows collectively. I am curious – where could that combined knowledge contribute, to some of the hard thinking NEXT is doing.'

Thalia Wright
NEXT FELLOW

'I do wonder (you read about theory of change and all that) if there may be more constructive learning that we could offer, that is unique to Aotearoa. Could we build a niche type approach here in Aotearoa.'

Jan Hania
NEXT FOUNDATION

'How do we maintain those connections, as the Fellowship progresses over the year, and then after it is over, how do we build that ongoing.'

Jimmy McLauchlan
NEXT FELLOW

'The vision is that this is long term. We want to build up the Fellowship alumnae, if in ten years we have engaged sixty, and 20 or 30 are still active, that would be success.'

Mike Ferrand
NEXT FOUNDATION

'At minimum, we will continue to do an annual cohort and build that group. One of the things we are working out, is how we support or engage powerfully with the Fellows post their year. That is a live conversation.'

Bill Kermode
NEXT FOUNDATION



Te Tai-o-Aorere, Kaiteriteri, Te Tau Ihu o te Waka. Photo credit Naomi Aporo.

For more information go to the NEXT website

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