

Fellowship Roopu Tuatoru

On the systems change frontier





NEXT Fellowship Roopu Tuatoru, with the NEXT team in Te Puna Wai o Riuwaka Resurgence Walk, Kahurangi National Park, Nelson-Tasman. Photo credit Izzy Fenwick.



Overview

- In 2019 NEXT turned its attention to growing leaders in system change, via the NEXT Fellowship
- The vision is to build, connect, and grow a community of inspiring individuals who are (or have the potential to be) catalysts for system change, in areas of NEXT focus
- NEXT designed the Fellowship iteratively, experientially and within a uniquely Aotearoa frame. Fellows are given a menu of supports, to position them for long-term success
- The third cohort are an exceptional group of change-makers. Together they are on the frontier of system change across data; for-purpose business; land transition; fresh water restoration; and the intersection of climate and biodiversity
- Roopu Tuatoru have advanced significant initiatives on the ground, and many have made notable life and career changes

Background

Since 2019 NEXT has turned it's attention to growing leaders in system change, via the Fellowship. Three cohorts have been curated to date with a total of eighteen Fellows. The vision is to build, connect and grow a community of inspiring individuals who are (or have the potential to be) catalysts for system change, for the land and people of Aotearoa.

The Fellowship approach is:

- · Flexible, bespoke and supportive
- Human centred: focused on the project and the personal
- Infused with Te Ao Māori values, tikanga and rituals throughout

'The Fellowship focus is on project, personal and professional development. Building a network – within the cohort, with NEXT and the wider NEXT community – is all part of it. The Fellowship leadership team walk alongside the Fellows, offering support and connections.'

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Roopu Tuatoru

In late 2021 NEXT announced a third cohort of NEXT Fellows – Roopu Tuatoru. Each with individual focus areas, yet broadly focused on environment, this cohort of changemakers were described as courageous, compassionate and cohesive. These were qualities they would need to traverse system change in data; for-purpose business; land transition and fresh water restoration; and the intersection of biodiversity and climate.

Roopu Tuatoru includes:

- Rachel Devine
- Izzy Fenwick
- Kirikowhai Mikaere
- Abbie Reynolds
- Sean Zieltjes

'The depth of reflection and korero with this group has been incredible'

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'They are all wonderful, enlightened and driver individuals. They are self starters and there is more cohesion and thematic cross-over in the projects. Their dynamic has been resilient?

Mike Ferrand

'All of the Fellows are exceptional humans with mana. Roopu Tuatoru have come into this with courage, energy and gravitas. We are seeing strong delivery of project outcomes and alongside this personal transformation. There has been more interconnectivity with this group and they have shown a lot of care for one another. We can all reconnect – with the land, each other and the ineffable.'

JAN HANIA NEXT EONNDATION

Fellowship supports

NEXT designed the Fellowship iteratively, experientially and within a Te Ao Māori frame. Fellows are given a menu of supports, for instance connection to other Fellows, access to networks, resources and development.

Fellowship supports include:

- Mentoring, encouragement and support from the NEXT team, including access to broader networks, 'Jan connected me with others I would usually never get the chance to connect with'
- Fellows come together through wānanga, creating a safe container for the nurturing of connection, knowledge and resilience, as well as time for reflection and planning in their area of passion
- Each Fellow receives up to \$100,000 to be applied flexibly across the Fellow's time, development and project costs. Rachel Devine for instance utilised a portion of funds for communications support, 'We were encouraged to use the funds where they were useful. I used expertise from the Workshop and Heft. That activated the narrative into writing an op-ed which was published in Stuff'
- Permission to change, reframe and be courageous, 'If I reflect on my Fellows, a lot of them completely changed their jobs'

'The most important thing for me was my relationship with Jan. He was encouraging, supportive and helped me tolerate that I wasn't going at the pace I wanted. He was a thought partner and challenger. Also, none of it would have happened without the financial support.'

Abbie Reynolds

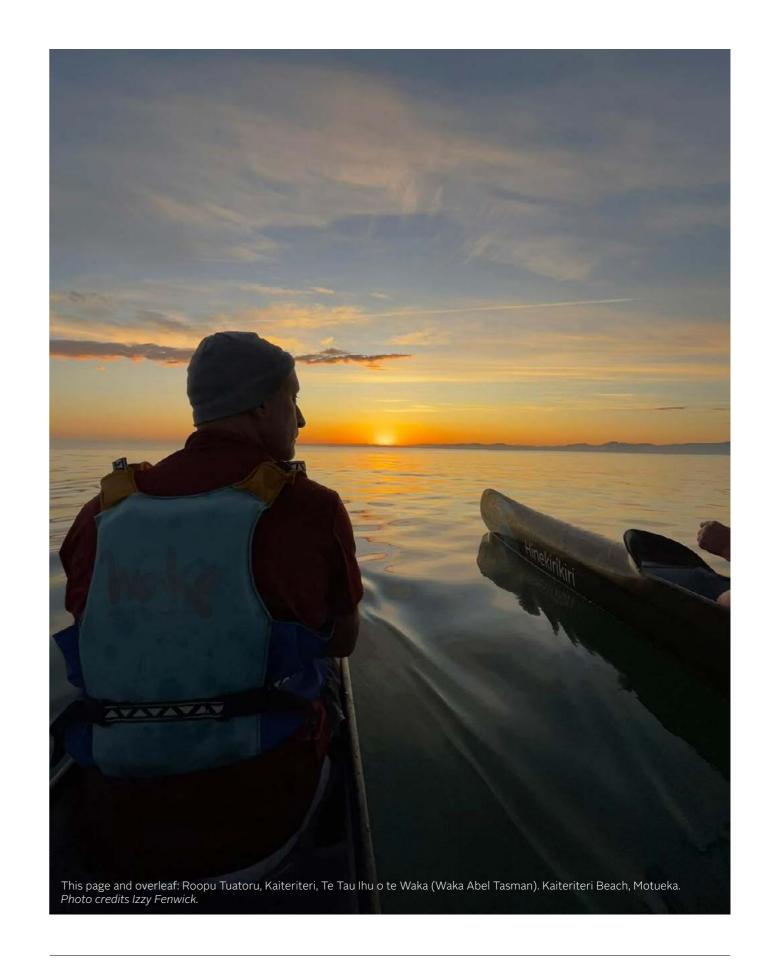
NEXT FELLOW

'I remember Jan saying to me that this was going to be as much about my personal development as the development of the project. I didn't understand at the time, but I do now. Having space to learn, feel scared, but know I had the support of the Fellowship was amazing.'

NEXT FELLO

'For me it's being in rooms where you laugh.
That gives you that kick in the ass to get
moving. The gender bias in our group has run
the other way, it's really cool. I think NEXT has
been deliberate about that'

Sean Zieltjes
NEXT FELLOV





'I met with Chris Liddell at the beginning and appreciated how generous he was with his time. Chris recommended I go to Oxford. When I was there I sent him a note to say thank you. He was in England at the same time and met with me. It was good to sit and have someone completely outside your circle challenge you.'

Kirikowhai Mikaere

'The hui were particularly useful for me. They provided an opportunity for collaboration and one to one discussions with people who might be otherwise working in parallel, but not together. They were always beautiful – respectful of Te Ao Māori and respectful of our full selves.'

Rachel Devine
NFXT FFLLOV

Highlights and milestones

This third cohort have achieved various milestones, for instance:

- Advancing their respective projects on the ground
- Many of the Fellows have made profound changes and are pushing into new frontiers: including stepping away from long-term roles, giving themselves permission to pause, and stepping into roles of greater influence
- Strong trust, connection and social capital has been built between participants. Relationships born of the experience have led to enhanced networks, collaborations and learning
- Excellent feedback from Fellows regarding the experience, including how it has expanded and sustained them
- Fellows have grown in confidence, courage and resilience

'Kirikowhai has led the release of New Zealand's Māori data governance model, formed a rōpū that holds that, started a new business (Māori tech stuff, values led) and is on various boards. She travelled to Oxford to study leadership. Her main thesis was enabling capacity building in Māori data sovereignty. Kiri is doing that and is not following a script.'

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'I have appreciated the thought that NEXT put into designing the cohort, I can see there are related kaupapa that overlap. Abbie for example invited me in her hui on the overlap of climate change and biodiversity; Kirikowhai has input to the areas I am involved in; and I am now working with other friends of NEXT supporting a nationwide kaupapa inspired by Izzy's father, Sir Rob Fenwick. The overlaps and ambition has increased.'

Rachel Devine

Project milestones

RACHEL DEVINE

Advocating for and obtaining changes in the replacement RMA legislation, the Natural and Built Environment Bill. This will increase ease of access to environmental information and create a national system that will ensure consistent data flows. This will enable the public to have have stronger agency to restore and protect the environment

IZZY

Founding of Futureful: a game-changing online job site that boosts recruitment into the future of work. Futureful imagines a future where people and organisations meet not only based on remuneration, but on values, preferences and a commitment to contribute to a better world. It profiles and encourages progressive companies, providing value for people and planet

KIRIKOWHAI MIKAERE

Developing a globally recognised indigenous data micro-credential; completing a Global Strategic Leadership Course at Oxford; and connecting with indigenous communities around the world. The micro-credential will contribute to indigenous peoples having greater agency over their own data and their perspectives and values included in AI development and algorithms

ABBIE REYNOLDS

Delivering a unique piece of work on the intersection between biodiversity and climate in New Zealand. This followed interviews with 46 people working at the intersection of climate change and conservation. The insights paper summarises the barriers and enablers to joint action on climate change and biodiversity loss, including nature-based solutions. The work identifies leverage points for change

SEAN ZIFLTJES

Growth in trust, leadership and credibility in a wider catchment community, leading to gaining the mandate to engage other land owners in the catchment from a place of authenticity, and work toward water catchment restoration within various Taranaki sites

Roopu Tuatoru



RACHEL DEVINE

My Fellowship kaupapa: to make environmental data easy to access and freely available to the public.

Why I care about access to environmental data

People have a right to access environmental information so that they can engage in their local environment and participate in environmental decision-making. Environmental information isn't efficiently stored or shared, and it is more readily available to those with money and access to resources. Typically locals struggle to understand what is happening in their local environment and have to expend time and money to get information that ought to be easier to access. That's not just. We need information so people can speak for the environment

What changed as a result of the Fellowship

I made a submission on the replacement legislation for the RMA, the Natural and Built Environment Bill, and was delighted that nearly all of my recommendations were picked up. The Bill was changed so it includes a right to access environmental information, requires councils to work on providing information freely online, and there is work to be done on creating a national system so that data can flow in a consistent and coherent way.

When I started talking to NEXT I was a partner in a big law firm, running a successful environmental law practice. I have since left the partnership and taken time out to decide what's next. Being in a cohort and supported by the NEXT mentors through this period of change has been great. I have enjoyed the stimulation of being around people who are challenging change-makers, encouraging a systems mindset, and identifying new ways to have an impact.

What I learned

I learned that there are a lot of engaged people who are smart, connected, have a care for the environment and society, and are willing to lean into difficult issues to get the change needed for people and planet. There are plenty of challenges to get involved in. I had a stimulating financially lucrative business, but needed challenge and growth. In my next career I'm keen to help others improve outcomes for Aotearoa and beyond.

'I have loved watching Rachel's journey and growth, it's been a joy. When you are a lawyer for 25 years, to go from a fulltime career and come out the other side, where Rachel is today is incredible'

Annette Fale
NEXT FOUNDATION

The NEXT Fellowship, Roopu Tuatoru

Roopu Tuatoru



IZZY FENWICK

My Fellowship kaupapa: a tech platform that enables all people to understand the social, environmental and Treaty commitments of businesses they are considering working for. Matching epic talent with epic organisations. This will influence business to deepen their social and environmental commitments.

My Fellowship started with wanting to encourage the next gen into governance and radically changed.

Why I'm interested in influencing today's decision makers

I was raised by an environmental businessman and organisations doing the right thing by the environment was our dinner chat. I thought that was normal. When my father passed away I felt it was important to keep driving. You can do good business and have positive impacts on environment and society. For a just transition and future where the planet can thrive, business must be on board.

I want an Aotearoa where its natural resources, businesses, and people, are able to thrive. Urgent change is needed in biodiversity, climate, waste streams and land use. Our leaders need to change the way they think about the future and think intergenerationally.

What changed as a result of the Fellowship

I am now thinking bigger and at scale. NEXT gave me the time, brain power and support to lean into this. If we could get an army of passionate people into organisations driving change, that could have a radical impact. The belief from NEXT has been amazing. The team recognise every bit of effort we put in and it makes it easier to keep going.

I never considered myself a leader or entrepreneur and, since the Fellowship, that is the pathway I feel myself on. I have the confidence to see an opportunity and create something, even when it feels scary.

What I learned

I learned things don't always go as planned and that's ok.

There are lessons in trying and iterating and trying again. I learned resilience and to forge on.

'If I think about Izzy, she has a huge amount of courage in what she does. When I see others being courageous, it helps me be courageous to

NEXT FELLOW

'Izzy started her Fellowship with an aim of enabling rangatahi into board roles and that grew into purpose-led recruitment and helping people find an aligned outfit to work with. Who does that!'

Jan Hania
NEXT FOUNDATION



KIRIKOWHAI MIKAERE (Tühourangi, Ngāti Whakaue – Te Arawa

My Fellowship kaupapa: growing individual and Māori data capability, to contribute to system change. I set out to develop a globally recognised indigenous data micro-credential that educates a network of indigenous data designers and innovators. I have connected with indigenous communities in Australia and Canada.

Why I'm interested in indigenous data sovereignty

I have worked in the Māori data space for over two decades, am the lead technician for the Data Iwi Leaders Group and was part of the set up of the Māori Data Sovereignty Network. As Māori, we have always navigated data. It is a huge strategic asset and the biggest economic asset in the world.

Data collectors, collators and curators are needed to redesign data to be more responsive to indigenous peoples, to regenerate indigenous biodiversity, and future-proof a more dynamic data eco-system that benefits everyone. Enhancing indigenous data capability will identify innovative actions for global impact.

I contributed to the development of a Māori Data Governance Model for Aotearoa and was invited to speak at the International Conference on Machine Learning. I sat on a panel with executives from Facebook and Apple. It was the first time, in the 40 years of the conference, that they had included an indigenous perspective on one of the main panels. My contribution highlighted our lack of voice in those spaces and considerations like how important the environment is. This needs to be embedded in the lenses of AI programming. Our why is the wellbeing of our people and our place.

What changed as a result of the Fellowship

The Fellowship allowed me the opportunity to reflect, develop, connect to the team, the mentors (including founding NEXT Chair Chris Liddell). Chris recommended I go to Oxford. I ended up doing the Executive Course on Global Strategic Leadership. It inspired me to continue learning, how much our knowledge systems can contribute on the global stage and how this links in to the bigger piece.

That stint at Oxford was uplifting. Also, 100 years before a kuia from my marae (Makereti Papakura) had studied there. She recognised the contribution indigenous people can make to influence global learning. We can bring hope.

What I learned

I love learning and was reminded how much I need it to keep growing and making a greater contribution.

'Kirikowhai is an incredible human being doing the do, with a huge amount of grace. She is doing all kinds of cool mahi around Māori data sovereignty. Through the Fellowship, she studied strategic leadership at Oxford. One of her tupuna studied at Oxford and when she was there, they got out her hand-written thesis, whakapapa and belongings. Kirikowhai was able to bring some of those home to her marae'

Jan Hania, NEXT FOUNDATION

The NEXT Fellowship. Roopu Tuatoru

The NEXT Fellowship. Roopu Tuatoru

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Roopu Tuatoru



ABBIE REYNOLDS

My Fellowship kaupapa: Exploring the intersection of climate change and biodiversity and how to accelerate solutions to this, together, using systems change approaches.

Why I care about the intersection of climate and biodiversity

I have spent more than ten years working on climate change. I believe the biodiversity crisis is as serious, if not worse than the climate crisis. Yet there are all of these incredible nature based solutions that could be utilised. Some of our lowest cost climate mitigation and adaptation tools could come from nature.

I have an embodied experience of the environment, I love it – our native species, trees, birds and oceans. It is such a source of joy and replenishment. Our collective human wellbeing relies on a healthy environment.

What changed as a result of the Fellowship

I convened a diverse group of people working at the climate and biodiversity intersection and off the back of that, collaborations. It was useful to get deeply into the kinds of barriers that stop us addressing these big issues. I am much more discerning now about where to put effort.

What I learned

One of my findings was narrative is a key lever for change. The process of the Fellowship, gave this a bedrock. I learned that some things have to happen in their own time and need time to birth. I struggled with sitting in diagnosis. Then there was a moment where it came together and the popcorn popped.

I confirmed some things I already knew: I'm not a great academic, don't like working alone and sit uneasily in the churn at the beginning of something, where the way forward is unclear.

Also, nearly everyone I spoke with talked about the potential of Te Ao Māori, co-governance and the Māori world view. That view encourages wellbeing for land and people. So the more Māori are included – the better the outcomes for climate and biodiversity. I believe that, as do many others. It is such a useful counterpoint to this whole anti co-governance malarkey.

I learned how much influence and aspiration international movements have. For example the Taskforce on Nature Related Financial Disclosures, or the stuff out of IUCN (The International Union for Conservation of Nature), or the COP for nature.

'Abbie did an exceptional piece of work on nature based solutions around climate. I think about Abbie and her Fellowship experience, she has gone into her new role with a differen lens. Looking through it with those values of humanness'

Jan Hania NEXT FOUNDATION



SEAN ZIELTJES

My Fellowship kaupapa: to distill the lessons from Taranaki Mounga and apply these to catalyse action across other catchments. Water is the frontier and a natural progression radiating out from our Mounga.

Why I care about rural communities, urban planning and catchment restoration

I am involved in the Taranaki Mounga project, the resource management reform space (the legal side, councils and whatnot), I work for a couple of iwi authorities as well and through a few hapū.

I've been lucky to be exposed to the diversity in our community and Te Ao Māori. Concurrent to that I have a couple of kids and like everyone want the best for them.

My great grandfather was a community man, my uncle is a community man and I had those role models and stories in my upbringing: being community focused.

What changed as a result of the Fellowship

Much has changed for me personally, NEXT has been very gracious. For me, leadership is the big one.

As I got into it, something didn't sit quite right. I felt I didn't have the right mandate in myself. I have got a lot more involved in the family farm in the last 18 months and the land transition from dairy.

We will make money through the beef and through the Emissions Trading Scheme. My boy and I have a tree nursery at home, growing natives and all sorts. We will be able to trade in the carbon market from every hectare in time. Dad had been milking cows for 55 years and was ready for change and thinking about legacy.

I feel like I now have some legs to stand on when I enter into conversations with other land owners. That gives me confidence, credibility and trust. It's more authentic, I have that lived experience.

There is a water catchment near the farm, not far from Parihaka and there is a bit of energy sparking around that catchment. That feels like home and I will stick my oar in there.

What I learned

I am in awe of my cohort and what they have achieved. The fuel from the Fellowship has enabled me, given me freedom and latitude to think, unencumbered. I realised for credibility I needed that lived experience and I have grown. It's great to be surrounded by people who stretch, inspire and remind you about mandate, leadership and trust.

'I have known Sean for a long time. He has had a major reorientation and reframed his life's work. He is so humble and capable. Sean has been on a wonderful journey as tangata Tiriti and helping build the capacity and capability of others. He shows up with humility and courage.'

Jan Hania, NEXT FOUNDATION

The NEXT Fellowship. Roopu Tuatoru

Evolution

In the years since genesis, the Fellowship has evolved and adapted, increasingly exploring a uniquely Aotearoa model and building connections between cohorts.

Being on the frontier of system change can be a lonely place and burnout is common.

So there is benefit in connecting with other leaders also tackling the big issues. Over the years the approach has become more alive to the human development aspects, creation of a supportive community and carving a path together.

Fellowship iterations:

- Cohort curation has become more intentionally aligned thematically. For example the third cohort centres on environment
- While project delivery is an important aspect, there is greater symmetry between the project; personal and professional development; and formation of community
- The experience of Fellows through wānanga has become increasingly important. Often based on marae, these are grounded in place and with a spiritual connection to the land. This creates a safe container for deep korero, trust and relationships to form
- The convening has become less structured and more responsive, leaning into the needs and wisdom of the group
- There is awareness that the Fellowship can be a catalyst for transformation, and often precipitates a shift in job and/ or career

'I was thinking on day one it was cause agnostice and that has changed. We think of it much more now as a cohort of Fellows and we realised having more than one Fellow aligned on a cause was a more powerful way of doing it. If you look at the latest cohort, they are all aligned in terms of environment. And the cohort and support has become a personal support for them.'

Bill Kermode

NEXT FOUNDATION

'What I've appreciated and valued about NEX' is they are about looking after the person, as well as the work. There has been scope for flexibility and evolution, NEXT has supported the Fellows to change and evolve.'

Annette Fale

NEXT FOUNDATION

'The wānanga almost comes through subconsciously, somatically and our convening has adpated, to be more intuitive. We are thinking more about humanity, courage, connection and being alive to the individual and group collective as leaders. Aligned with this, is the idea of more thematically coherent cohorts

Jan Hania



Fellowship strengths

A component of NEXT's DNA has been continuous learning, welcoming feedback and reflective practice. Building on lessons from the first two cohorts, the Fellowship approach for Roopu Tuatoru has continued to morph and strengthen.

The Fellowship approach has many strengths, including:

- Humble leadership, openness to feedback and being reflective in practice
- Being human centred: meeting and supporting Fellows where they were at
- Careful cohort curation
- · Connections to other Fellows and networks
- · Access to mentoring, inspiration and flexible resourcing
- Not forcing the outcome, giving space
- · The grounding in Te Ao Māori



'You don't force the outcome, you allow them to come. Give space and time. Don't be afraid to

Mike Ferrand
NEXT FOUNDATION

'I've worked with Jan for about seven years now. Having someone who will challenge, have big theoretical korero, right through to getting shit done on the ground, is huge for me. That support and the generosity, that is what has come from NEXT and the connecting people together. Being exposed to what I don't know, that adds a heap of value.'

Sean Zieltjes NEXT FELLOW

I was going through a hard time when I started the Fellowship, my dad had recently passed, everything felt raw. They sat with me, and the grief, I really felt they created space for me to be a human as well as a Fellow. In this work, it is easy to get burnt out and it can be lonely. The experience sustained me.'

Izzy Fenwick
NEXT FELLO

'I like the way we were selected, like pieces on a chessboard and considering how we might interrelate. I enjoy that. One of the great benefits of having Jan leading it, is it sits in a much more bicultural space. That feels important.'

Abbie Reynold
NEXT FELLOV

'The presentations were useful, thinking and rethinking how I approach the world and having a learner mindset. Chris Liddell provided us with a book by Adam Grant, which I read and found very useful. Adam talked about having a challenge network and people who you respect available to question you on things regularly, so that you continue to grow and expend ambition and horizons'

Rachel Devine NEXT FELLOW

A uniquely Aotearoa approach

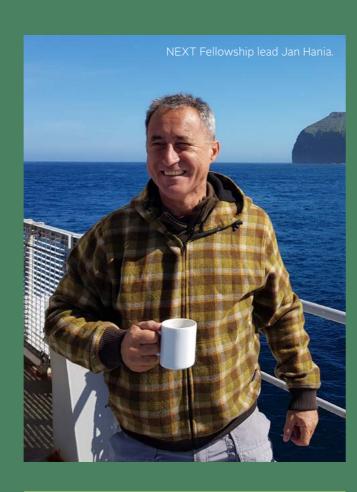
Much of NEXT's Fellowship kaupapa has been grounded in Te Ao Māori, elevated through the knowledge and leadership of Jan Hania. And for many of the Fellows, it was their first experience on marae. Bill Kermode reflected, 'This brought a uniquely Aotearoa approach to NEXT and is different to how we first started out. It was led by Jan and powerfully enriched the Fellowship.'

All of the Fellows commented on how the grounding in Te Ao Māori deepened and enhanced the Fellowship experience:

- Creating safety and a uniquely Aotearoa experience
- Grounding in place, sharing and hearing the history and stories of that place. Staying on marae was a special experience and deepened connection to the natural world
- The experience gave impetus and inspiration to 'keep going'

We had some incredible experiences. NEXT did really focus on bringing in a Te Ao Māori lens, experiential learning. We looked at exploring making Aotearoa a better place. NEXT took us to parts of the country that are really special, so we could connect with the natural world at place. We went out on the ocean in waka and walked in the forest led by kaumatua, who shared stories of the past. It inspired me to keep going, it is worth it.

NEXT FELLOW



'We give a container for trust to be built, so deep learning and courage can appear. We have held a number of the wānanga on marae. People grow in these spaces, there is resonance.'

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Opportunities to improve

While the Fellowship experience was expansive and productive, the third cohort and NEXT team had reflections on how the experience could be strengthened, including:

- More could be done to understand the needs and expectations of the Fellows and of NEXT
- The mentoring aspect could be refined through having a more diverse mentor group and a framing conversation at the beginning (how it will work, goals, and who initiates what)
- The Fellows would value connecting more as a group and greater exposure to the NEXT network
- Dialing up thematic cohesion could reap critical mass and further benefits (eg fresh water Fellows)
- The NEXT team has not yet figured out the 'alumni' question and if/ how the groups may be convened in future.
- The journey for many of the Fellows entailed significant life transitions. Jan reflected that greater personal support could be provided

'If NEXT along with the Fellows mapped out the unique needs of each person, that may have pur a different lens on expectations of some of the Fellows'

Izzy Fenwick

The strength is the diversity of projects but it can take time to find the commonalities to start chewing on together. Thinking about fellowships, that are a bit more topical. Have something you can really chew away on together, even if you are coming at it from different angles.'

Sean Zieltjes NEXT FELLOW

'A number of the Fellows have ended up making big life changes and some have left their roles. It is the Fellowship of resigning! I am reflecting, I need to enable more healing, guiding, coaching because often they are like, 'I need to make this change'

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O The NEXT Fellowship, Roopu Tuatoru

The future

The Fellowship kaupapa has proven itself a valuable means to connect, nourish and grow leaders in system change. While the NEXT Foundation approaches sunset, there is intention that the good work may continue in some form, for the land and people of New Zealand. We asked the NEXT team and Roopu Tuatoru what their dream is, for the future of the Fellowship.

Dreams for the future included:

- For the Fellowship to continue post NEXT sunset
- To nurture connections between Fellows and alumni
- Consider development of other streams, such as a youth stream and indigenous stream



'The Fellowship can activate change that may not otherwise happen. And the way it has beer designed has an admirable level of flexibility. The personal leadership journey is as valued as the project. I like the idea of a cohort of change-makers who are improving outcomes for Aotearoa.'

Rachel Devine

'100% I hope they continue. No one else really invests in giving people the latitude to think, dream and do something. The Fellowship is contributing to changing the system for the better.'

Sean Zieltjes NEXT FELLOW

in my community about it, they are like, 'Oh my gosh that is amazing.' I am really grateful for the opportunity. It would be good to understand what would be a valuable way to give back to NEXT and the kaupapa (if they want that). If NEXT continues in some form and they want to have an indigenous stream, I am more than happy to help.'

Kirikowhai Mikaere NEXT FELLOW 'The dream is that we are enabling a group of courageous individuals to be more resilient, connected and morph into their potential. These change-makers can make a big difference for this country. There is more to do: thematically coherent kaupapa and opportunities around capacity building, ecocultural landscape, nature restoration, climate change, food resilience and more. That will take the right kind of investment, convening and curation. I always said this was not a one or two-year thing, it's a movement.'

Jan Hania NEXT FOUNDATION

'Without the Fellowship, I might not have been able to keep going. These issues are too big and too hard for one person. The more people who have the opportunity, the more people will have the stamina and energy for a better New Zealand.'

zy Fenwick IEXT FELLOW

The NEXT Fellowship. Roopu Tuatoru









