



NEXT STORIES



Sustaining the gains

Beyond NEXT

‘He Toa Taumata Rau’

Bravery has many resting places



COVER IMAGE: The kārearea or New Zealand falcon is capable of flying at speeds up to 200 kilometres per hour and catching prey larger than itself. It is held up as one of our most spectacular birds. *Photo credit Emma Rowell, with thanks to Predator Free Wellington.*



NEXT environmental advisor Devon McLean was the main lead behind the Tomorrow Accord partnership with the Crown. *Photo credit Ruth Bollongino.*

Overview

- NEXT is a limited life Foundation and planning for transition and sustainability of grant partners began at the point of NEXT investment
- NEXT looked to support grantees to be in a stronger, more sustainable position when they left than when they arrived, including through increasing financial, governance and management resilience and capacity building
- The NEXT approach to sustaining the gains for the environment included systems thinking, as well as partnering with iwi and the Crown. The pioneering Tomorrow Accord is an important mechanism to hold the gains made in predator free
- The Foundation’s approach in education has been more organisation specific. NEXT’s kaihautū or organisational navigators were a key tenet of this
- Near the end of NEXT’s spend down, the Centre of Strategic Philanthropy was launched. Supported by five founding funders, it aims to incorporate lessons from NEXT and other like-minded givers, to inspire more strategic generosity within Aotearoa

Sustaining the gains

'NEXT is a spend down foundation, that is it has a finite life, so we had to have a plan for 'what happens after NEXT.' Our focus was always on sustaining the long-term impact of the good work we supported. We tried to build the skills, the leadership and the business planning inside the projects, to ensure sustainability after we left.'

Chris Liddell
FOUNDING NEXT CHAIR

'NEXT is a sunset context and the Tomorrow Accord says that through this philanthropic initiative, once we get to an agreed point, the Crown then holds the gains made. The Crown will have a critical role to play as an ongoing manager.'

Mike Slater, former Deputy Director General Operations DOC

'Sustaining the gains was a key element of strategic philanthropic investment – the resources (human and fiscal) were intentionally aimed at shifting the system (rather than having to endure in an endowment type position). We went in with an end game – to ensure the work could continue.'

Jan Hania
NEXT FOUNDATION

'Our kaihautū Bridget has been a rock and the embodiment of NEXT for Ako Mātātupu – Teach First NZ. She has been our mentor, guide, advisor and strategist. Bridget is a savvy and brave warrior. There is a whakatauki, 'He Toa Taumata Rau', which means bravery has many resting places. With indigenous led work it is hard to find co-conspirators. She backed us 100% and helped us do it. Also, I tautoko the permission-giving NEXT gives. I feel like we have always been able to be upfront and vulnerable. That is rare and important.'

Michelle Johansson
AKO MĀTĀTUPU – TEACH FIRST NZ

Ako Mātātupu – Teach First NZ received both financial and non-financial support from NEXT.



How NEXT thinks about sustainability

Ensuring the good work can endure is important for all philanthropic groups and especially those with a spend down structure. NEXT understood that its success was intrinsically connected to the individual and collective success of those it supported. To this end, NEXT focused on ensuring the gains could be sustained after it had exited.

As a Foundation with a ten-year spend down, NEXT's mantra was, 'begin with the end in mind.' NEXT believed that to reach the end game for the land and people of Aotearoa, there must be a plan for long-term sustainability with the organisations it funded. This is why planning for transition is a conversation NEXT initiated at the point of investment.

NEXT was 'more than a funder' offering financial and non-financial support to ensure grant partners progressed to a stronger position through their relationship with NEXT. The Foundation supported grantees to build their financial and organisational sustainability, and it wore many hats – from honest broker to catalyst, convener, capacity builder, connector, challenger, champion and partner.

'NEXT is a not just a funder, but a partner who will assist with governance, management, connections and anything required for success. If an initiative or cause is going to be successful long-term, there must be a plan for sustainability.'

Chris Liddell
FOUNDING NEXT CHAIR

Sustaining the gains

- Planning for transition is a conversation that NEXT began at the point of investment
- NEXT would place a kaihautū or NEXT navigator alongside supported initiatives to provide governance and management support. The kaihautū were a conduit back to NEXT and would often work with grantees on their plan for sustainability. NEXT kaihautū Bridget Best shares, 'NEXT sees itself having a role in helping the organisations we support with setting up a plan for long-term sustainability'
- There are various ways for-purpose groups can strengthen financial sustainability: from diversifying funding, to charging a fee for service, having an enterprise arm, running events and campaigns, offering memberships and more
- At an organisation level, financial sustainability frees up time, enabling for-purpose groups to focus on the cause rather than raising funds (which can be a huge tax on the time and energy of leaders)
- Where there was a need, NEXT offered bespoke capacity building support to grant partners. This included evaluation, theory of change development, scaling advice, exploration of new models, storytelling, introductions, access to networks and 'whatever was required for success'
- As a catalyst and collaborator, in the words of NEXT kaihautū Mike Ferrand, 'NEXT was never going to be a forever funder'. The Foundation used its roles as a catalyser, capacity builder and convener to bring others on board from across sectors such as business, iwi, philanthropy and government
- Movement building, as seen with the rise of the national predator free movement, transcends any one initiative or organisation. It is a systemic and sustainable approach – where the whole is greater than the sum of the parts and has a life of its own



Predator Free Wellington is part of the national predator free movement. Photo credit Eleanor Dewar.

‘Sustainability has been a definite focus. It’s not just about growing your philanthropic funding base (that is part of it), it’s also about looking at the broader picture and a range of initiatives that can contribute to sustainability or efficiency such as other revenue streams, partnering and collaborative opportunities.’

Bridget Best
NEXT FOUNDATION

‘What I have observed is when NEXT is thinking about sustainability of the groups they are supporting, this is broad. It includes good governance, having the right expertise to establish each of those organisations with a sustainable long-term view. They are leveraging their networks for the better and can move quickly. In a small country and market like New Zealand, those networks are critical. There is a healthy level of challenge, that pushes these organisations to be the best they can be. Bill brings private equity capabilities, it’s a different way of thinking.’

Amy Ellis
PwC

‘NEXT helped us get out of the starting blocks, get set up and establish relationships with other funders, such as Predator Free 2050 and Wellington funders. They have enabled us to showcase our stories through NEXT communications and the Fight for the Wild documentary. They helped us grow momentum and grow the population involved.’

James Willcocks
PREDATOR FREE WELLINGTON

Guided by evidence

Not wanting to reinvent the wheel, NEXT looked to the experience of other limited life foundations* around the world for guidance. This was especially the case when thinking about spend down and planning for transition. Insights included:

- ‘Do no harm’ when exiting
- Be upfront with grantees and plan for the spend down together
- Where needed, provide capacity building support
- Avoid dependency on one main funder
- Be an advocate and champion for your grantees and for the cause
- Invest energy in collaborations: multiple funders and revenue streams strengthen sustainability

*Loh, Charis and Buteau, Ellie. ‘A DATE CERTAIN. Lessons from Limited Life Foundations.’ *The Center for Effective Philanthropy* (2017)

‘A benefit to the sunset fund is we have been able to have those transition conversations with our grant partners early and constructively. It has provided focus and discipline. Sourcing funding takes on average 30% of a CE’s time. That is 30% of their time that could be better spent focused on the cause. If you nail the financial sustainability, you increase leadership capacity.’

Bill Kermode
NEXT FOUNDATION

‘We started with an initial proposition of generating manaakitanga, how do we make everyone else successful (and help the eco system succeed). Then, having a single discernible metric (predator free), that you could describe in one sentence. With the leadership, the relationships and networks formed, that will live on. Predator free has risen to a national movement and taken on a life of its own.’

Jan Hania
NEXT FOUNDATION

Sustaining the gains – Environment

The NEXT approach to the environment encompassed systems thinking, iwi engagement and the Crown. The founders and team wished to ensure the investments had a life beyond NEXT and that the money wasn't 'sunk' once spent.

The systems roadmap for predator free included joined-up activity; rallying for a united vision (New Zealand predator free by 2050); filling R&D gaps; catalysing public and private investment; encouraging the mindset breakthrough that predator eradication is possible at landscape scale; and building a national movement.

To ensure long-term gains in predator free, NEXT took a systems approach to catalysing a movement which included:

- Engaging iwi early, valuing a Te Ao Māori view of the world and partnering at place. Acknowledging the unique, valued and integral role of mana whenua as kaitiaki or guardians
- Beginning with the end in mind and developing a mechanism via the Tomorrow Accord, to sustain the gains at landscape scale. The Tomorrow Accord is a blueprint of what is possible through partnering with the Crown. At ten years, hand over to DOC has begun in specific sites such as Abel Tasman and Taranaki Mounga
- A collective impact approach where ownership is shared (across community, iwi, government, landowners, investors and others) and new social contracts formed. For example Taranaki Mounga is a collaboration between the Taranaki Iwi Chairs Forum, DOC, philanthropic investors, sponsors and community. For Predator Free Wellington, the ownership will be across local iwi, community and local government

- Offering a range of non-financial, bespoke support to grant partners, based on their needs. This varied from governance and management, to advocacy, introductions, storytelling and advice on new revenue opportunities
- Openly sharing successes, insights and learning over NEXT's ten-year life, in the hope that other foundations and change makers may benefit from the experience (and not make the same mistakes)

'In Taranaki, through strong relationships, high trust and developing leadership, these things are landing – but it wasn't easy. I take my hat off to those people on the ground who did all that. Iwi were genuine and compassionate, the teams on the ground and the DOC staff themselves, everyone wanted to be a good partner. With multi-party collaborations and iwi, everyone had to ask at some stage, 'how can we be better partners in this, for something bigger than ourselves?' Now everyone can see themselves, others and the Mounga thriving under that new social contract.'

Jan Hania
NEXT FOUNDATION

'To get the farming community working together was a huge gain through the project. Working with NEXT has been an education process, there is a lot of learning to be had.'

Andrew Simpson
BALMORAL STATION MACKENZIE BASIN

'I found the relationship with NEXT so rewarding. I didn't get treated as DOC, and I didn't treat them as NEXT, we were working together for a common goal. We all contributed a high level of experience in the work we were doing. For me, pest management had been a core part of my career. Devon and the team all had that direct understanding of the forest and eco system we work in. It was very much about this is the right thing to do.'

Mike Slater, former Deputy Director General
Operations DOC

'I am thrilled by what predator free means for our city. I love that local community is doing it, alongside NEXT, Predator Free Wellington, Wellington City Council and Greater Wellington. This work is enshrined in our long-term plan. The Council's new vision for the future, 'Pōneke, the creative capital where people and nature thrive,' succinctly describes how our city values its natural environment and the benefits it brings for the people who live here.'

Barbara McKerrow
WELLINGTON CITY COUNCIL



Distant view of the sacred Taranaki Mounga from Mt Stoke. Photo credit Chad Cottle @nzcoastie

'One of the big benefits is this work in Taranaki has occurred concurrent to Treaty settlements for the Mounga and helped inform what could be possible moving forward. NEXT having a hard end date was a blessing. It focuses you and gets you moving. The work will continue. There is iwi in there, DOC, community and philanthropy. That is the team.'

Sean Zieltjes
TARANAKI MOUNGA

'We are thinking seriously about sustainability. There are projects where it can be cut and dried, like Predator Free South Westland. You can eliminate the negative influences and hand it back to DOC. Predator Free Wellington will be more reliant on the local councils, with 97% of ratepayers saying they want a predator free city. In other places we will have to work harder. Mackenzie is 60% conservation land and the boundaries are harder to defend. The run holders need to do their piece, the Defence Force, LINZ, the regulator, Environment Canterbury. Corraling all of those around that idea. We need all stakeholders on board.'

Devon McLean
NEXT FOUNDATION

'When ZIP started, our work was 100% R&D. That has changed to more like 20% R&D and 80% implementation. Over the last eight years we've learned just how complex implementation is, and our team has developed the capability and mindset to make us uniquely positioned to succeed. NEXT has supported our evolution, and helped enable us to deliver transformative conservation on the ground. Recently we completed a predator elimination across 35,000 hectares in Franz Josef – an enormous scale. We have gone from the mountains to the sea.'

Al Bramley
ZERO INVASIVE PREDATORS

'Predator Free Wellington does not want to be here forever. We want to do this piece of work and give it back to the community. The community are leaders in this space. We want the gains to be locked in, in perpetuity. It is systems change, this belongs to the people. We are seeing some amazing engagement and leadership. There is a place for every Wellingtonian in this project. It's about treasuring our taonga species and acknowledging our health is interdependent.'

James Willcocks
PREDATOR FREE WELLINGTON



Members of the ZIP team checking an AI camera. Photo credit Peter Young.

The Tomorrow Accord

Partnership and innovation to create sustainable change are important elements of NEXT's approach. In 2014 the ground breaking Tomorrow Accord was signed. This agreement between the New Zealand Government and NEXT is structured flexibly and available for use by any philanthropic organisation for years to come.

The agreement is the means to ensure gains in predator free are sustained at large landscape scale for the long-term. It is an economic model, where philanthropy can cover the riskier upfront capital and once pre-agreed targets are met, it is up to DOC to maintain.

The model is an exemplar for what is possible through partnering with the Crown.

- In 2014, the Tomorrow Accord was signed between the NEXT Foundation and the Minister of Conservation
- The Accord encourages philanthropic groups to provide the venture capital for environmental change – investing significantly in the early stage, higher risk parts of conservation projects, on the premise that (once successful) the Government will step in to maintain them long-term
- At NEXT sunset, handover of the Foundation's large landscape environmental initiatives has begun. For example the eradication of wilding pines from priority areas of Abel Tasman and goats from Taranaki Mounga, achieved during NEXT's life, were future-proofed with their hand over to DOC

www.nextfoundation.org.nz/news/the-tomorrow-accord

'The Tomorrow Accord is pioneering in its conception and a world first. I have not seen anything in my experience in any other country that is as substantive. Credit to Devon McLean who led the thinking. It is amazing what the Accord stands for in terms of sustainability. The Accord has given the projects focus, urgency and discipline and has been excellent to show what we needed to deliver to achieve long-term impact. Hopefully subsequent governments will continue to honour it in 10, 20 and 50 years time.'

Chris Liddell
NEXT FOUNDING CHAIR

'Partnerships are critical, NEXT came in with a job to do – transformational change in terms of tools and achieving the outcome. Their role was to create the opportunity and then the Crown can manage it in perpetuity at an affordable investment level.'

Mike Slater, former Deputy Director General
Operations DOC

'NEXT has led the discussion in government around this work, including the Tomorrow Accord, both to ensure that the transformational conservation gains are affordable to maintain, and to develop a clear strategy for handover.'

Al Bramley
ZERO INVASIVE PREDATORS

'In the environment area, the Tomorrow Accord with the Government will be key to sustaining the gains for the large, landscape scale predator free initiatives. With Taranaki Mounga, iwi and DOC will lead this together. That is a good example of co-governance in action.'

Bill Kermode
NEXT FOUNDATION



Sustaining the gains – Education

Sustaining the gains in education has been a 'tougher nut' for NEXT to crack. With multiple goals, more complex metrics and no NEXT-placed education experts working full time in the initiatives, it proved to be a very different proposition to predator free.

'NEXT has supported us in our thinking about how we might develop sustainably. Looking at our collateral and approach to other funders, building the proposition and strengthening our evaluation. They have been great as a coach and recommended us to others. There is a sustained and genuine interest in the work. It's not just writing a cheque, they are genuinely interested in helping us reach our objectives.'

Dale Bailey
SPRINGBOARD TRUST

'NEXT has supported us from startup, through strategy development and with ongoing sustainability. Mike was our NEXT kaihautū and is now on our board. He is a real champion for us. NEXT advocated for us with other funders and we now have multiyear funding from a new group of funders. They helped us with connections and to devise and communicate a strategy that would resonate.'

Madeleine Sheahan
TALKING MATTERS

That said, much progress towards transition has been achieved. Alongside supporting new revenue models and advocating with the Crown, NEXT has championed their grantees and provided connections to donors, investors and other philanthropic organisations, to help position their grant partners for ongoing success.

The Foundation's transition approach in education has been more organisation specific and a key tenet of this was the education kaihautū, with management and governance support provided to grantees, alongside capacity building. This helped ensure these for-purpose groups were well placed for success.

To ensure long-term gains, the NEXT approach in education has included:

- Having transition conversations early and including grantees in both investment design and planning for sustainability
- Management and governance support of NEXT supported initiatives through NEXT kaihautū
- Convening education leaders to build trust, social capital and explore models for sustainability
- Bespoke capacity building, to ensure organisations are strongly positioned for future success. This took many forms, including theory of change; measurement framework; strategy development; evaluation; storytelling; and persistent advocacy
- Three of NEXT's education grantees developed new revenue models during their time with the Foundation. For example the Education Hub is introducing a subscription model, while Ako Mātātupu – Teach First NZ has become a tertiary provider
- Development of a Memorandum of Understanding between the Ministry of Education and twenty philanthropic groups, focused on partnership between the Ministry and the philanthropic sector
- Being constant champions with other philanthropists, funders and the Ministry

'NEXT has been transparent about the countdown and empowered us to design the investment plan. What I love about these guys is they don't say, 'Here's your block fit inside that'. They say, 'Here is intention, design it.' It's very empowering. And they have consistently introduced us to others who may be interested in supporting the work.'

Pat Snedden
MANAIAKALANI

'We started producing paid online courses, which have had a great uptake and produced a steady supplementary income for The Education Hub. Then NEXT put us in touch with PwC to do a piece of early work around our financial model moving forward. From 2024 we will be introducing a subscription for our webinar content.'

Nina Hood
THE EDUCATION HUB

'We had Bridget walk alongside us and help us prepare for spend down. NEXT guided us with our strategic plan, sustainability and the financials. They supported us in the practical ways and in the tikanga ways. They have been completely honest and wholeheartedly supportive. These are enduring relationships, there is a weaving that has happened that will continue way beyond spend down.'

Michelle Johansson
AKO MĀTĀTUPU – TEACH FIRST NZ

'NEXT has a way of drawing people in. I am a corporate partner at PwC and knew Bill from his Direct Capital days. I work in private capital markets, helping people raise money. In recent years we have been focused on sustainability, leveraging into environmental and social areas. Through that thinking, Bill invited me to be involved with a couple of organisations. One was the Education Hub, we framed up a subscription funding model, to help enable them to become more self sustaining. I worked with Talking Matters around a capital raise and they invited me to become a trustee.'

Amy Ellis,
PwC

'We knew we needed to influence how Government fund in this space: transitioning to being more relational, and putting whānau and community at the centre. We were increasingly seeing this need to bring together agencies to grapple with these big questions of how you work differently, scale, and invest into the wellbeing infrastructure. NEXT backed us to partner with Government, to ensure they had skin in the game.'

Aimee Hadrup
TAMARIKI WELLBEING

The Education MoU with Government

The success of the Tomorrow Accord inspired a similar Memorandum of Understanding between the Ministry of Education and twenty philanthropic groups. However, the complexity and breadth of the education sector has meant that application of this MoU to date has been limited.

'Sustainability in education has been more organisation specific. There was an attempt to mirror the Tomorrow Accord in education, but it's a different context and more complex.'

Bridget Best
NEXT FOUNDATION

At the time of sunset, it has been used successfully on a small number of occasions. Most notably to frame the conversation with the Crown for scaling the ENGAGE early years programme nationally, a conversation led by NEXT Fellow Jimmy McLaughlin.

NEXT education kaihautū Frank Janssen reflects, 'We tried to think about that Tomorrow Accord model for education. It's not as easy to replicate. We haven't cracked the nut of a good financial sustainability model for education initiatives.'

Talking Matters is helping to build language-rich environments for babies in the first 1,000 days. NEXT supported Talking Matters through startup, strategy development and with ongoing sustainability.



Sustaining the gains – Strategic Philanthropy

From the outset NEXT intentionally role modeled strategic philanthropy within Aotearoa. This has included backing and building strong governance and project management capability within initiatives, systems thinking, goal setting (and measurement), capacity development and importantly, collaborative approaches. In business, strategy is competitive and unique propositions are a strength, but in philanthropy the path to success is a collective one.

Alongside this imperative to give in a thoughtful and business-like way, NEXT grounded itself in the New Zealand context and drew on the unique strengths of Aotearoa. This brought together the best of the world and the best of New Zealand – gleaning wisdom and knowledge from Te Ao Māori (the Māori world), making the most of the nation's 'number eight wire' mentality (seen through innovations such as ZIP and The Education Hub), and capitalising on the small geographic footprint as an ideal test site. All of this has contributed to the emergence of a hybrid strategic and uniquely Aotearoa approach to giving.

The NEXT approach to advancing strategic philanthropy within an Aotearoa context has included:

- Role modeling strategic philanthropy within a uniquely New Zealand context (including partnering with iwi) and demonstrating the benefits through action. While at the same time recognising, 'strategic philanthropy is one way, it is not the only way'
- Sharing this model and NEXT's experience with those who are interested, such as those who have accumulated wealth and may wish to make a difference through personal generosity
- Sharing the story of NEXT's experience through events and communications – including what has worked and challenges on the journey
- Establishing the Centre for Strategic Philanthropy, backed by a family of five founding funders and 'with a broad funding base' so it is well positioned for the future. The Centre will bring together the best of the world, with the best of New Zealand, 'We have found there is huge wisdom in Te Ao Māori and working together, for the benefit of land and people'

The Centre for Strategic Philanthropy

The Centre for Strategic Philanthropy believes that a stronger, more resilient Aotearoa is possible when good people collaborate effectively. Built off the back of NEXT's business-like approach, the Centre hopes to catalyse more thoughtful and strategic philanthropy – more giving and more impactful giving – for the betterment of the land and people of Aotearoa New Zealand.

Near the end of NEXT's ten-year lifespan, the Centre was launched with the support of five founding funders. Acting on the wishes of Annette and Neal Plowman, it is a place for givers with a strategic, business-like approach to meet, to share, to learn and to find opportunities to act.

The Centre is unique and brings together the best of international evidence in strategic philanthropy with the distinct context of Aotearoa, including the wisdom inherent in Te Ao Māori.

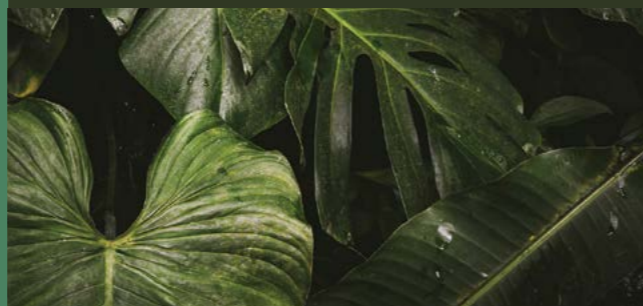
'The Centre for Strategic Philanthropy is a place for people and families who want to do their giving in a strategic way. It's a place for them to meet, to share, to learn and (if they choose) to find opportunities to act. Together we can be a bit brave and tackle the issues of our time. The end game is hopefully a better and stronger nation.'

Bill Kermode
NEXT FOUNDATION



Introducing the Centre for Strategic Philanthropy

Aotearoa New Zealand



Bringing it together

NEXT has been disciplined in ensuring its grant partners are well positioned for the future. At NEXT sunset in 2024, initiatives have been handed over sustainably – if not always perfectly – across six spheres:

IWI

Iwi are key stakeholders in a number of the environmental initiatives NEXT has supported. A benchmark example is the co-governance arrangement between iwi and the Crown, for Taranaki Mounga. NEXT acknowledges the unique and important place of mana whenua as kaitiaki and guardians at place

GOVERNMENT

The Crown now funds a number of NEXT supported initiatives, across the focus areas of environment and education. Tomorrow Accord signings are underway with the large landscape scale environmental initiatives. Meanwhile, the MoU signed between the Ministry of Education, Philanthropy NZ and twenty philanthropic organisations, has been more limited in application

LOCAL GOVERNMENT

Local government has a key role to play in initiatives such as Predator Free Wellington, where a resounding 97% of rate payers have voiced their wish for a predator free city

PUBLIC

Community and the public are important contributors across all the initiatives supported by NEXT – whether as volunteers, through donations or gifting specialist expertise. The 'power of the people' is a critical element of ensuring momentum is maintained for the initiatives

NEW REVENUE MODELS

During NEXT's lifetime, new revenue models have been initiated by The Education Hub, Ako Mātātupu – Teach First NZ, The Mind Lab and Zero Invasive Predators. These new models are another element of sustainability

PHILANTHROPY

All NEXT-supported initiatives have ongoing philanthropic support



Awaroa in Abel Tasman. Handover to DOC under the Tomorrow Accord has already begun in sites such as Abel Tasman National Park. Photo credit Ruth Bollongino.

A message to the founders

Through the course of interviews conducted for these stories, a number of people shared messages of gratitude for Annette and Neal Plowman and their generous gift to New Zealand:



'I cannot thank Annette and Neal enough for their generosity and support. There is no way the Education Hub would have got half as far as we have without that. Their commitment and support of New Zealanders is amazing.'

Nina Hood
THE EDUCATION HUB

'A huge thank you to Annette and Neal Plowman from the farming community of the Upper Mackenzie Basin. They have put a lot of faith in Te Manahuna Aoraki. I have never met them but they must be awesome people.'

Andrew Simpson
BALMORAL STATION MACKENZIE BASIN

'For the Plowmans, there are no words! The deepest and sincerest gratitude for the forward thinking, the belief in organisations such as ours and to help make the country a better place. Thank you. Malo 'aupito, vinaka vaka levu, fa'afetai tele lava, ngā mihi nui.'

Michelle Johansson
AKO MĀTĀTUPU – TEACH FIRST NZ

'What a fabulous vision for New Zealand. Annette and Neal have supported some significant experiments and activity that has made a huge contribution. The impact of strengthened leadership within our education system will ripple down for decades to come.'

Dale Bailey
SPRINGBOARD TRUST

'A huge thank you to the Plowmans. Predator Free Wellington is directly impacting over 100,000 Wellingtonians and has enabled equitable outcomes. Those in Strathmore enjoy the same level of outcomes as those in Seatoun. We wouldn't be here without NEXT. The Foundation enabled us to get established, was an honest broker and helped us build relationships.'

James Willcocks
PREDATOR FREE WELLINGTON

'Annette and Neal are incredible to have trusted us to find a solution to one of Aotearoa New Zealand's most complex challenges. Their gift enabled us to make the business case and enact the change. When you come from a business background, to go into a world that is different, to value and back that, takes a special kind of person. I'm enormously grateful.'

Al Bramley
ZERO INVASIVE PREDATORS

'To Annette and Neal Plowman, thank you for being bold and catalysing some incredibly important work, that will impact many generations to come.'

Aimee Hadrup
TAMARIKI WELLBEING

'A huge thank you to Annette and Neal for their vision and commitment to New Zealand, being willing to do it in partnership with DOC, and being prepared to understand the challenges and constraints. I enjoyed working with them, the NEXT team and the relationships is where the seeds of success lay. This huge experiment has changed New Zealand so much for the good. The Plowmans were driven for wanting to make a difference for the country they love, for New Zealand. Absolutely and without a doubt they have done that.'

Mike Slater, former Deputy Director General
Operations DOC

'Annette and Neal are 21st century heroes. They have made a huge difference in matters that are really important and done it from the back of the room. Classic New Zealand humility, with a high level of competence and generosity. These people are absolutely the real deal.'

Pat Snedden
MANAIAKALANI

'We wouldn't be here without NEXT. The freedom to explore, experiment, take the time and come up with something that really works, is immeasurable. We are aware of the incredible support of the Plowmans for the early years and are so appreciative.'

Madeleine Sheahan
TALKING MATTERS

'The impact of Annette and Neal's gift to Taranaki cannot be overstated and is present on a number of fronts. From the Mouna, to the Fellowship, the water catchment and the education work with Springboard Trust. NEXT has had a really meaningful impact for our region that will continue. I am so grateful.'

Sean Zieltjes
TARANAKI MOUNGA

Final reflections

NEXT 'began with the end in mind' and has been disciplined and focused on transitioning well, to ensure the gains are sustained beyond sunset. A strategic and uniquely Aotearoa approach to philanthropy has made a substantive difference for the nation and one that shall endure. The gift of Annette and Neal Plowman will hopefully inspire others to be brave, generous and thoughtful in their giving, for the land and people of Aotearoa and generations to follow.



Reflections on Lake Mapourika, north of Franz Josef Glacier. This is part of the Predator Free South Westland initiative, the lake and surrounds are now part of the predator eliminated area. *Photo credit Chad Cottle @nzcoastie.*

For more information go to the NEXT website

WWW.NEXTFOUNDATION.ORG.NZ



NEXTFoundationNZ



@nextfoundationnz



NEXT Foundation

NEXT
FOUNDATION
Investing in our land, our people