



The Federation of  
Islamic Associations  
of New Zealand (Inc.)

اتحاد الجمعيات الإسلامية النيوزيلندية

# OVERSIGHT OF THE IMPLEMENTATION OF THE 44 RECOMMENDATIONS OF THE RCOI

[WWW.FIANZ.COM](http://WWW.FIANZ.COM)

You Are Us

We stand  
along

WE ARE  
ONE



# CONTENTS

FIANZ, as the umbrella Muslim organization has a responsibility to ensure that the Royal Commission recommendations are implemented. This responsibility is an ‘amanah’ (trust) placed upon us by the community, given we had consulted with the community prior to the submission of our findings and recommendations.

1.00 FOCUS	02
2.00 APPROACH	03
3.00 TIKANGA	05
4.00 TIME FRAME	06
5.00 BUDGET AND RESPONSIBILITY	10
6.00 REPORT CARD	25
7.00 EFFICACY METRICS	31

**For More Information Contact:**

Abdur Razzaq

Chairperson of FIANZ Royal Commission and Follow-Up

info@FIANZ.com; FIANZ.Advocacy@gmail.com



# 1.00 OVERSIGHT FOCUS

**FIANZ oversight focus areas or scope includes:**

**The 44 Recommendations  
(inclusive of the contextual 'Findings')**

**Post-15 March role of the key government  
structures which encompass the overall  
government scaffolding, including the**

DPMC	NZSIS	NZ Police	PSC
MBIE	DIA	MOEC	Treasury
MOE	MOH	NZIS	MOE

**Role of NZ Media and Social Media**



# 2.00 APPROACH

## 2.1 SOCIAL JUSTICE

**A social justice approach** to community relations is a cornerstone of Islam. We are particularly mindful of fostering equity and fairness in all that we strive to do. Like all New Zealanders, the Muslim community have been traumatised by the act of terror of 15 March 2019, we nevertheless are particularly conscious of the Quranic verses, which states:

*“O You who have attained to faith! Be ever steadfast in your devotion to God, bearing witness to the truth in all equity; and never let hatred of any-one lead you into the sin of deviating from justice. Be just: this is closest to being God-conscious. And remain conscious of God: verily, God is aware of all that you do.”*

*Quran 5:8*

In this context, we have to ensure that our submission and subsequent deliberations are in keeping with Te Tiriti o Waitangi and in keeping with the spirit of unity with the tangata whenua. FIANZ is cognisant of the societal foundations inherent in Te WairuaKōmingomingo o te Māori and the affinity Muslims have to this deep spirituality of our mutual identities. We have taken note of,

*Nāu te rourou, nāku te rourou, ka ora ai te iwi  
With your food basket and my food basket the people will thrive*

This whakatauki talks to a collaborative community approach and Muslims respect, cherish and advocate such for the implementation of the 44 Recommendations of the Royal Commission.

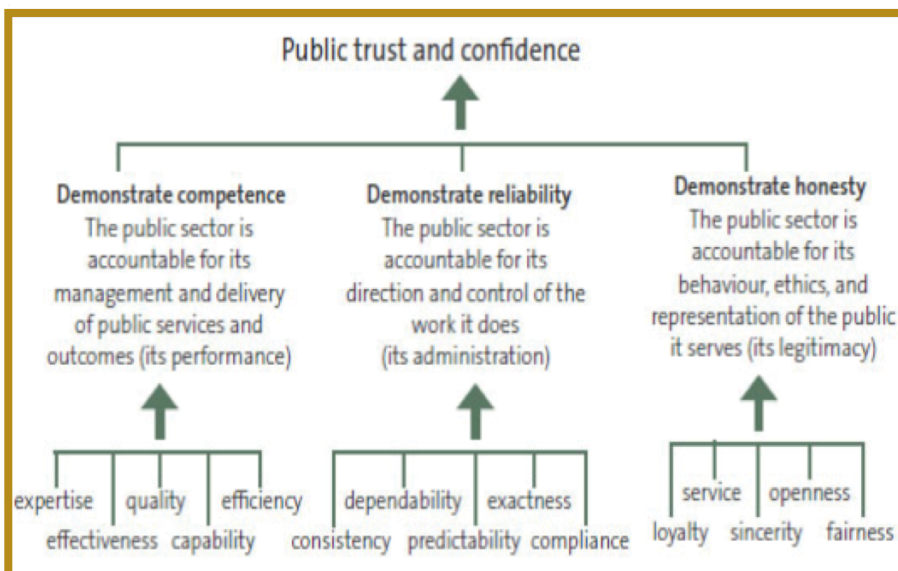


## 2.2 ACCOUNTABILITY

It is FIANZ’s contention, based on overwhelming response from the community, that there needs to be full accountability with respect to the NZ Police and the NZ Security Intelligence Services. This follows the apology by the Prime Minister followed by the apologies by the Police Commissioner and the Director General of the NZSIS.

The RC has clearly stated the pivotal importance of rebuilding trust and confidence of the community with Public sector agencies. The RCR clearly outlines that without the direct input of ethnic and religious communities trust cannot be rebuilt. In this context the ethnic and religious communities have a pivotal role in the “design and implementation of the solutions proposed by the RC” (Part 10 Clause 6.4.6).

The importance of regaining the public trust after the failings identified in the Royal Commission Report should be given a priority focus by the DPMC. In this respect, we have taken cognisance of the recommendations of the Office of the Controller and Auditor-General, Tumuaki o te Mana Arotake, of the importance of the public service agencies demonstrating competence, reliability and honesty.<sup>1</sup>



Source: Adapted from Geiling, D (2014), “Accountability and Trust”

<sup>1</sup> <https://oag.parliament.nz/2019/public-accountability/part3.htm>



# 3.00 TIKANGA

## SABR (PATIENCE)

*"O you who believe! Seek help in patience and As-Salah (the prayer). Truly, Allah is with As-Sabirin (the patient)."*  
*Al-Quran : Surah 2. Al-Baqara, Ayaat 153<sup>2</sup>*

Having patience after suffering a tragedy is mandated in the Quran. We have highlighted that patience and forbearance should not be considered as inertia, but rather a prerequisite to reflect on what happened and then bring about the planned and systematic changes which ensures that the outpouring of love, care and the unity of New Zealanders is sustained and translated into tangible and positive social constructs for the future.

## SHUKUR (GRATITUDE)

*Prophet Muhammad, peace and blessings be upon him, said, "He who does not thank people, does not thank Allah"*  
*(Ahmad, Tirmidhi)*

At the outset, our gratitude is to all New Zealanders. We also recognize that those who are in nexus of change process (Ministers, politicians, civil servants, and others) have a deep understanding of the need to implement the recommendations. We thank them for their commitment. Our gratitude extends to the consultative relationship with all stakeholders in the change process.

## ADL (JUSTICE)

*You who believe! Show integrity for the sake of Allah, bearing witness with justice. Do not let hatred for a people incite you into not being just. Be just.*  
*(Quran Surat al-Maida, 8)*

That justice is delivered is a key part of the implementation change process. At issue is that everyone is who is committed to change is also ensuring that the justice due to the victims is at the forefront.

## HIKMAH ( WISDOM)

*"I have given you the capacity for hearing, sight, and the intellect, and you are responsible for using them effectively. All impropriety is condemned by your Lord. This is of the wisdom inspired to you by your Lord."*  
*Al-Quran 17:36-39*

Islam advocates rationality against rhetoric, stresses the use of intellect instead of emotion, and reasoned argument above mindless reaction. Hikmah dictates that the implementation process is based on arriving at a consensus. We acknowledge differences and respect different viewpoints.

<sup>2</sup> <http://www.alim.org/library/quran/AlQuran-tafsir/TIK/2/153>



# 4.00 TIME FRAME

## An Implementation Schedule:

It is recognised that many of the 44 Recommendations shall require various policy, procedural and legislative due processes. Furthermore, the need for ‘public-faced’ consultation will take time and resources. These changes should not be hurried despite pressure from various stakeholders and the media. In this context, FIANZ requests a phased schedule which is realistic and incorporates adequate time for consultation with stakeholders. At issue is that the wider community recognises and are able to monitor progress of the implementation of the recommendations. We have proffered a guideline below.

KEY	C = Completed I = Immediate ( within 3 months)	SM= Short to Medium Term ( 4 -6 months) ML= Medium to Long Term (7-18 months)	
	ROYAL COMMISSION RECOMMENDATION	FIANZ SUGGESTED SCHEDULE	KEY NOTES RELATED TO IMPLEMENTATION
1	Coordinating Minister	C	We applaud the appointment of Hon Andrew Little.
2	National Intelligence and Security Agency (NISA)	SM	This should be a high priority in the face current RWE
3	Interdepartmental Executive Board	SM	This is a comprehensive and interrelated task , hence an initial frame of reference should suffice
4	Public Facing Strategy	SM	Start the process prior to the NISA
5	Amend Public Finance Act- Include ISA for Performance Audit	I	Public input into the performance metrics is necessary
6	Strengthen Parliamentary Intelligence and Security Committee	SM	This is critical to be completed before NISA, so less than 6 months
7	Establish Advisory Group on counter-terrorism (AGCT)	SM	Start the process prior to the NISA
8	Related to the workings of the National Intelligence and Security Agency	ML	Role of the AGCT pivotal
9	Related to the workings of the National Intelligence and Security Agency	SM	The Royal Commission specified within 6 months
10	Amend Intelligence and Security Act 2017	SM	This is key functional requirement



	ROYAL COMMISSION RECOMMENDATION	FIANZ SUGGESTED SCHEDULE	KEY NOTES RELATED TO IMPLEMENTATION
11	Related to the workings of the Public sector agencies on counter-terrorism	I	Experienced and trained human resources critical
12	Single contact point for public to report	I	This could start immediately appropriate designated staff. Follow-up reports are essential.
13	Identify indicators and risk factors – extremist behaviours	I	This should be a high priority in the face current RWE
14	Fund independent NZ-specific research to prevent extremism and terrorism	SM	Who and how managed should be discussed with the OAG.
15	Opportunities for public to understand extremism and terrorism and Social Cohesion	I	This should be a high priority in the face current RWE. Different languages should be considered.
16	Annual hui on countering violent extremism and terrorism.	I	A key plank of the public faced approach and a highlight event to review implementation progress
17	Legislative Requirements	SM	This legislation will bring considerable 'peace of mind', which has been hitherto been missing.
18	Review and ensure counter terrorism legislation	ML	In-depth public-faced consultation required beyond the AGCT
19	Police to improve firearms licensing system	SM	Ensure best practices experts involved
20	Police to introduce electronic system – firearms licensing	SM	Ensure best practices experts involved
21	Police to ensure regular training and evaluate quality related to firearms licensing	SM	Ensure best practices experts involved
22	Police to introduce performance indicators - firearms licensing	SM	Ensure best practices experts involved
23	Police - new processes for firearms licensing	SM	Ensure best practices experts involved





	ROYAL COMMISSION RECOMMENDATION	FIANZ SUGGESTED SCHEDULE	KEY NOTES RELATED TO IMPLEMENTATION
24	Mandatory reporting of firearms injuries	I	A major loophole which needs very urgent response
25	MSD coordinate with other Public sector agencies – one point support contact	SM	Ensure cultural sensitivity is acknowledged and high level media publicity of this contact
26	Collective Impact Network and Board – wrap-around services	I	Very urgent priority, keeping in context a baseline needs assessment
27	DPMC – restorative justice	I	Must be Muslim lawyer(s)
28	MSD responsible for whole-of-government approach to social cohesion	SM	Significant wider community input and hui is a prerequisite.
29	MSD collaboration with stakeholders on social cohesion	SM	Communities to provide input and they need to have adequate resources to make meaningful contribution
30	Investigate a fit for purpose agency focused on ethnic communities and multiculturalism	ML	Significant wider community input and hui is a prerequisite. Past inefficiencies as noted in the Royal Commission Report require a green-field approach.
31	Measures and indicators for social cohesion	ML	Significant wider community input and hui is a prerequisite.
32	More data gathering for better policy making	SM	Ensure best practices experts involved
33	CEs of Public sector agencies – workforce diversity and consult with Advisory Group on counter terrorism	SM	Specific Terms of Reference have to be developed in consultation with the OAG
34	Public Service Commissioner - Annual Report on progress of the Papa Pounamu and counter-terrorism	SM	Independent Review by the Human Rights Commissioner is also recommended.
35	Public Service Commissioner effort on workforce diversity and leadership	SM	Significant wider community input to identify latency and bottlenecks
36	Investment on young NZ'ers on civil role and rights, diversity and related	I	At two levels . Societal level through education and other Public sector agencies and Community Level through organisations and NGOs who need to be resourced



	ROYAL COMMISSION RECOMMENDATION	FIANZ SUGGESTED SCHEDULE	KEY NOTES RELATED TO IMPLEMENTATION
37	MSD facilitate Public conversation on social cohesion	I	Significant wider community input and hui is a prerequisite backed up by appropriate resources
38	Public sector community engagement to be in accordance with New Zealand's Open Government Partnership commitments	SM	Independent Review by the Human Rights Commission
39	Amend Legislation – Hate-motivated offences	ML	Significant wider community input
40	Legislative changes to Crimes Act 1961	ML	Significant wider community input
41	Amend definition of 'objectionable'	I	High level publicity through media is required
42	NZ Police – record complaints and related	SM	High level publicity through media is required
43	Coordinating Minister given responsibility for implementation	C	Needs a specific Secretariat ( respond to email, phone and other community requests)
44	Establish an Implementation Oversight Advisory Group (OAG)	I	Seek community input to establish criteria for appointment and ensure the Terms of Reference are consistent with the spirit of the Royal Commission Recommendations



# 5.00 BUDGET AND RESPONSIBILITY

	THEME /RECOMMENDATION	LEAD MINISTER/ LEAD AGENCY	UPDATE MARCH, 2021	BUDGET ALLOCATED \$	KEY CONTACT PERSON	OTHER AGENCIES INVOLVED AND THEIR ROLE/ DELIVERABLES
1	National Security – Appointment of a Minister with responsibility and accountability to lead and coordinate the CT effort	Prime Minister Ardern  Prime Minister's Office/ DPMC	This recommendation will be considered as part of the strategic review of New Zealand's national security policy settings and alongside recommendations 2 and 3 for broader machinery of government changes.	?	?	?
2	National Security - Establish a new national intelligence and security agency (NISA) that is wellresourced and legislatively mandated to be responsible for strategic intelligence and security leadership functions.	Prime Minister Ardern  DPMC (with Te Kawa Mataaho)	As part of our longer-term priorities, 9(2)(f)(iv) will be informed by the strategic review of New Zealand's national security policy settings.	?	?	?
3	National Security – Investigate alternative mechanisms to the voluntary nature of the Security and Intelligence Board, including the establishment of an Interdepartmental Executive Board.	Prime Minister Ardern  DPMC (with Te Kawa Mataaho)	As part of our long-term priorities, 9(2)(f)(iv) An initial analysis of interim options for change is underway, to make improvements to the accountabilities and governance model used by the Security and Intelligence Board ahead of broader consideration of national security system changes.	?	?	?
4	National Security – Develop and implement a public facing CT/CVE strategy.	Prime Minister Ardern  DPMC (with CTCC agencies)	New Zealand's 'Countering terrorism and violent extremism national strategy' was released in February 2020. The strategy didn't have a formal launch and has received limited attention from communities. Officials will look to review the strategy, to ensure it is effective and fit-for-purpose, in line with the review of our national security strategic settings.	?	?	?

	THEME /RECOMMENDATION	LEAD MINISTER/ LEAD AGENCY	UPDATE MARCH, 2021	BUDGET ALLOCATED \$	KEY CONTACT PERSON	OTHER AGENCIES INVOLVED AND THEIR ROLE/ DELIVERABLES
5	Performance – amend the Public Finance Act 1989 to require the intelligence and security agencies to provide performance information that can be the subject of a performance audit by the Auditor-General.	Minister Robertson Treasury (with NZSIS/GCSB)	Treasury is consulting with the Office of the Auditor General and the NZSIS/GCSB to determine the barriers to accessing information and the current avenues to ensure that performance information is fully available to the Auditor-General and other central agencies.  Initial scoping suggests that this recommendation may best be implemented through operational rather than legislative change. This could be undertaken through the enhancement of existing processes, procedures and engagements to facilitate free and frank information sharing.	?	?	?
6	National Security – Strengthen the role of the Intelligence and Security Committee (ISC).	Prime Minister Ardern ISC, DPMC	Preliminary analysis of options for strengthening the role of the ISC is underway. At the first meeting of the ISC on 24 February, members resolved to hold further meetings of the Committee to receive briefings on topics discussed in the report of the Royal Commission. Any legislative change required to change the ISC will occur as part of broader consideration of the Intelligence and Security Act 2017.	?	?	?
7	National Security – establish an Advisory Group on CT.	Prime Minister Ardern DPMC (with SIB and CTCC agencies)	The immediate priority is on establishing the Implementation Oversight Advisory Group under recommendation 44. Options for establishing a CT Advisory Group will be developed following formation of the establishment of the National Centre for Excellence.	?	?	?
8	National Security – include a summary of advice from the Advisory Group and actions taken in response, when providing advice on the National Security and Intelligence Priorities and annual threatscape report.	Prime Minister Ardern DPMC	This is reliant on recommendation 7 above.	?	?	?

	THEME /RECOMMENDATION	LEAD MINISTER/ LEAD AGENCY	UPDATE MARCH, 2021	BUDGET ALLOCATED \$	KEY CONTACT PERSON	OTHER AGENCIES INVOLVED AND THEIR ROLE/ DELIVERABLES
9	National Security – improve intelligence and security information-sharing practices.	Minister Little DPMC	This initiative is subject to sequencing.	?	?	?
10	National Security – direct access agreements.	Minister Little DPMC NZSIS/GCSB	Recommended changes to the Intelligence and Security Act 2017 will be considered as a whole, alongside the range of issues identified within the body of the report and any others also identified by agencies and the Inspector- General of Intelligence and Security. This is important to ensure the coherence of the overall legislative framework for the intelligence and security agencies remains intact. Development of high-level policy options for responding to issues contained within the Intelligence and Security Act is underway.	?	?	?
11	Information Access - security clearances and appropriate access to information management systems and facilities.	Minister Little NZSIS, GCSB, DPMC, MBIE	NZSIS continues to achieve efficiencies through continuous improvement work on the security clearance vetting pipeline. 6(a), 9(2)(f)(iv), 9(2)(g)(i)	?	?	?
12	Law enforcement – Develop and promote an accessible reporting system that enables members of the public to easily and safely report concerning behaviours or incidents to a single contact point within government.	Minister Williams Police, DIA, NZSIS, CTCC Agencies	Police is planning to implement system enhancements to ensure any hate / prejudice crime that has come in via the existing reporting channel (105) is highlighted automatically. Operator training, and this system enhancement will support the identification of these crimes and ensure they are brought to urgent attention for assessment.	?	?	?

	THEME /RECOMMENDATION	LEAD MINISTER/ LEAD AGENCY	UPDATE MARCH, 2021	BUDGET ALLOCATED \$	KEY CONTACT PERSON	OTHER AGENCIES INVOLVED AND THEIR ROLE/ DELIVERABLES
13	Terrorism Indicators – Develop and publish indicators and risk factors that illustrate for the public specific behaviours that may demonstrate a person’s potential for engaging in violent extremism and terrorism and update them regularly as the threatscape evolves.	Minister Little NZSIS, Police, CTCC Agen- cies	As noted in the last Cabinet paper, NZSIS has completed a classified terrorism indicators frame- work for the New Zealand context. The framework has been incorporated into NZSIS’ internal case management and prioritisation framework. Work on making the indicators publicly available is in progress and requires further work with Police.	?	?	?
14	National Security – estab- lish a programme to fund independent NZ-specific research.	Prime Minister Ardern DPMC	The National Centre of Excellence will be estab- lished to address this recommendation	?	?	?
15	National Security – create opportunities to improve public understanding on violent extremism and terrorism in NZ, with ongoing public discussions.	Prime Minister Ardern DPMC and Minister for NSI (MSD, MOJ)	The National Centre of Excellent will be established to address this recommendation. An annual hui, as per recommendation 16 below, will also provide opportunities to increase public information and understanding of New Zealand-specific elements of violent extremism and terrorism.	?	?	?
16	National Security – establish an annual hui on CVE and CT.	Prime Minister Ardern DPMC	DPMC are planning for a first hui on counterterrorism and countering violent extremism in the 2020-2021 financial year. This will be developed in conjunction with academic institutions and communities. The hui will also respond to recommendation 15, and will contribute to the establishment of the National Centre of Excellence.	?	?	?
17	National Security – require in legislation publication of the NSIPs and referral to ISC for consideration; publication of an annual threatscape report; and the ISC to receive and consider submissions on the NSIPs and threatscape report.	Prime Minister Ardern DPMC, NZSIS	As noted at recommendation 10 above, develop- ment of high-level policy options for responding to issues contained within the Intelligence and Security Act is underway.	?	?	?

	THEME /RECOMMENDATION	LEAD MINISTER/ LEAD AGENCY	UPDATE MARCH, 2021	BUDGET ALLOCATED \$	KEY CONTACT PERSON	OTHER AGENCIES INVOLVED AND THEIR ROLE/ DELIVERABLES
18	Legislation – Review all legislation related to the counter-terrorism effort to ensure it is current and enables Public sector agencies to operate effectively, prioritising consideration of the creation of precursor terrorism offences in the Terrorism Suppression Act, the urgent review of the effect of section 19 of the Intelligence and Security Act on target discovery and acceding to and implementing the Budapest Convention.	Minister Faafoi MoJ, DPMC, Police, NZSIS/GCSB	The Minister of Justice has agreed to an ongoing stewardship programme to respond to this recommendation. The programme includes reforms already underway or scheduled. The Ministry will also work with DPMC to coordinate a cross-government review of legislation related to counterterrorism to ensure it is fit for purpose. 9(2)(f)(iv)  DPMC is developing advice on the high-level policy options for responding to issues contained within the Intelligence and Security Act, including the section 19 issue raised in this recommendation.	?	?	?
19	Firearms – Direct New Zealand Police (or other relevant entity) to make policies and operational standards and guidance for the firearms licensing system clear and consistent with the legislation.	Minister Williams  Police	This work is underway within Police’s Arms Transformation Programme. This is a medium-term piece of work.	?	?	?
20	Firearms – Direct New Zealand Police (or other relevant entity) to introduce an electronic system for processing firearms licence applications.	Minister Williams  Police	Work on this recommendation is underway. Police has implemented an interim electronic solution while a more comprehensive solution is developed as part of a significant upgrade in its capability. As the Arms Transformation Programme progresses the full firearms registry, including firearms register, will be built.	?	?	?
21	Firearms – Direct New Zealand Police (or other relevant entity) to ensure firearms licensing staff have regular training and undertake periodic reviews of the quality of their work.	Minister Williams  Police	A new training programme for firearms licensing staff is being progressively implemented, with initial training already delivered. A new national and district quality assurance process and a new firearms licence application approval step (at a senior level) has recently been implemented.	?	?	?

	THEME /RECOMMENDATION	LEAD MINISTER/ LEAD AGENCY	UPDATE MARCH, 2021	BUDGET ALLOCATED \$	KEY CONTACT PERSON	OTHER AGENCIES INVOLVED AND THEIR ROLE/ DELIVERABLES
22	<p>Firearms – Direct New Zealand Police (or other relevant entity) to introduce performance indicators that focus on the effective implementation of the firearms licensing system. Key indicators should include</p> <p>a. Regular performance monitoring of firearms licensing staff to ensure national standards are met; and</p> <p>b. Public confidence in the firearms licensing system is increased (as measured by New Zealand Police citizens’ satisfaction survey reports or similar mechanism).</p>	<p>Minister Williams</p> <p>Police</p>	<p>Updated reporting framework is in place. Planning for new public confidence measures has commenced.</p>	?	?	?
23	<p>Firearms – Direct New Zealand Police (or other relevant entity) to require two new processes in the case of applicants who have lived outside of New Zealand for substantial periods of time in the ten years preceding the application:</p> <p>a. Applicants should be required to produce police or criminal history checks from countries in which they have previously resided; and</p>	<p>Minister Williams</p> <p>Police</p>	<p>Police are proposing to publicly consult during March/April 2021 on proposals for new regulations under the Arms Act 1983. Included is a proposal which sets out the new and amended information required to be specified which relates to travel and residing overseas and referees. The regulations are expected to be in place 9(2)(f)(iv)</p>	?	?	?



	THEME /RECOMMENDATION	LEAD MINISTER/ LEAD AGENCY	UPDATE MARCH, 2021	BUDGET ALLOCATED \$	KEY CONTACT PERSON	OTHER AGENCIES INVOLVED AND THEIR ROLE/ DELIVERABLES
	b. Firearms Vetting Officers should interview family members or other close connections in other countries using technology if the applicant does not have near relatives or close associates living in New Zealand.					
24	Firearms – Introduce mandatory reporting of firearms injuries to New Zealand Police by health professionals.	Minister Williams  Police, MoH	Legislative change to the Arms Act 1983 is required to introduce a mandatory reporting requirement for health practitioners 9(2)(f)(iv)  Police and Health have commenced policy work to address this recommendation.	?	?	?
25	Recovery Support – Direct the Ministry of Social Development to work with relevant Public sector agencies and non-government organisations to facilitate coordinated access to ongoing recovery support for affected whānau, survivors and witnesses of the 15 March 2019 terrorist attack.	Minister Radhakrishnan  MSD, Police, ACC, MoJ, Immigration NZ, Te Kawa Mataaho	MSD’s specialist case management service (Kaiwhakaoranga), set up immediately after the attacks, continues to operate until the updated service is rolled out.  While the Collective Impact Board (Recommendation 26) is being established, MSD are progressing service improvements we can make now, in response to community feedback at the Royal Commission hui and in the Royal Commission report. MSD have also added work broker support and other employment support and are expanding their team through potential secondments from the Accident Compensation Corporation (ACC) and Immigration New Zealand to build capability.  Once established, the Collective Impact Board will work at pace to provide direction and guidance, by defining expectations and the parameters of the ongoing service.	?	?	?

	THEME /RECOMMENDATION	LEAD MINISTER/ LEAD AGENCY	UPDATE MARCH, 2021	BUDGET ALLOCATED \$	KEY CONTACT PERSON	OTHER AGENCIES INVOLVED AND THEIR ROLE/ DELIVERABLES
26	Recovery Support – Investigate establishing a Collective Impact Network and Board or other relevant mechanism that enables Public sector agencies, nongovernment organisations and affected whānau, survivors and witnesses to agree a specific work programme to provide ongoing wrap-around services to affected whānau, survivors and witnesses.	Minister Radhakrishnan  MSD, Police, ACC, MoJ, Immigration NZ, Te Kawa Mataaho	Work is underway to establish a Collective Impact Board and enhance MSDs services to meet the ongoing needs of affected whānau, survivors and witnesses.	?	?	?
27	Social and community – discuss with whānau, survivors and witnesses what, if any, restorative justice process might be desired, and how they would be designed and resourced.	Minister Radhakrishnan  DPMC	Initial advice to Ministers on options for scope, relevant agency participation, and engagement with whānau, survivors and witnesses will be prepared over the coming months.  The Collective Impact Board (recommendation 26) will be key to delivering a range of support that might be related to restorative practice.	?	?	?
28	Social Cohesion – Announce that the Minister for Social Development and Employment and the Ministry of Social Development have responsibility and accountability for coordinating a wholeof-government approach to building social cohesion, including social inclusion.	Minister Radhakrishnan  MSD, Social Inclusion Oversight Group	For the social cohesion recommendations, responsibility sits with a range of agencies and Ministers. Minister Radhakrishnan, as the Associate Minister for Social Development and Employment and MSD have responsibility and accountability for coordinating the wholeof government approach to improving social cohesion.  Work to improve social cohesion needs to recognise Aotearoa New Zealand’s bicultural foundations and be based on Te Tiriti o Waitangi principles, and incorporate Te Ao Māori approaches.	?	?	?

	THEME /RECOMMENDATION	LEAD MINISTER/ LEAD AGENCY	UPDATE MARCH, 2021	BUDGET ALLOCATED \$	KEY CONTACT PERSON	OTHER AGENCIES INVOLVED AND THEIR ROLE/ DELIVERABLES
29	Social Cohesion – Direct the Ministry of Social Development to discuss and collaborate with communities, civil society, local government and the private sector on the development of a social cohesion strategic framework and the monitoring and evaluation regime.	Minister Radhakrishnan  MSD, Social Inclusion Oversight Group	This work will be developed over the medium to longer term and will benefit from a mix of both Government and community leadership. To achieve meaningful change, we will need to take a highly collaborative and iterative approach, working with our partners to identify practical activities that will produce tangible results. It will be important to involve all New Zealand communities	?	?	?
30	Social Cohesion – Investigate the machinery of government options for an agency focused on ethnic communities and multiculturalism.	Minister Hipkins (Public Service) / Minister Radhakrishnan (DIEC) Te Kawa Mataaho, DIEC	The Ministry for Ethnic Communities will be formally established on 1 July 2021	?	?	?
31	Social Cohesion – Prioritise the development of appropriate measures and indicators (such as the Living Standards Framework) of social cohesion, including social inclusion.	Minister Radhakrishnan  MSD, Social Inclusion Oversight Group	There is a designated lead in MSD to progress this work. Work on this initiative is closely linked to work on recommendation 29.	?	?	?
32	Social Cohesion – Prioritise the collection of data on ethnic and religious demographics to support analysis and advice on the implications of NZ's rapidly changing society, inform better policy making and enhance policy evaluation.	Minister Clark Stats NZ, DIA (OEC)	The implications of this recommendation need to be carefully considered before being implemented in full. Data on personal topics such as ethnicity and religious affiliation are deemed to be sensitive information, which requires being very clear on why it is being collected and how it will be used (e.g. for statistical purposes versus operational use). We would recommend that Privacy Impact Assessments be conducted before agencies decide to routinely collect this sort of information. In addition to the legality of data collection, agencies must also consider their social licence to routinely collect this information.	?	?	?

	THEME /RECOMMENDATION	LEAD MINISTER/ LEAD AGENCY	UPDATE MARCH, 2021	BUDGET ALLOCATED \$	KEY CONTACT PERSON	OTHER AGENCIES INVOLVED AND THEIR ROLE/ DELIVERABLES
33	Workforce Diversity – Direct Chief Executives of agencies involved in counter-terrorism to significantly increase diversity in workforce and in senior leadership.	Minister Hipkins  Te Kawa Mataaho	<p>Work is underway to reaffirm this expectation to Chief Executives of counter-terrorism agencies within the core Public Service.</p> <p>There is ongoing work that will provide support to all Public Service agencies including the agencies involved in counter-terrorism, to increase their workforce diversity, particularly at senior leadership levels i.e. Career Boards and mentoring programmes.</p> <p>Advice will be developed seeking the Public Service Commissioners’ agreement to the proposed approach to fulfil this recommendation. This work is in-train, and timeframes are still being developed.</p> <p>Police is developing a workforce strategy to ensure we have the right people capability over the next 3-5 years, including cultural and community specialists because of the important role they have in delivering policing services to our communities.</p> <p>Police is also developing an Inclusion Strategy. This is focused on our Be Fair Campaign (ensuring our people are fair to all), addressing unconscious bias, and developing our cultural competency and confidence.</p>	?	?	?
34	Performance – Encourage the Public Service Commissioner to publish annual reporting on the progress made by agencies against the Papa Pounamu commitments, particularly to show progress made by public service agencies involved in counterterrorism.	Minister Hipkins  Te Kawa Mataaho	<p>Papa Pounamu was established in 2017, to bring together diversity and inclusion practices across the Public Service and to support Public Service chief executives to meet their diversity and inclusion obligations and goals.</p> <p>Public Service Chief Executives are required to report on progress against the Papa Pounamu commitments in their Annual Reports, which will be publicly available from August / September 2021.</p> <p>Scoping is underway to determine how best to consolidate the existing Diversity and Inclusion reporting against the Papa Pounamu commitments for publication on an annual basis</p>	?	?	?

	THEME /RECOMMENDATION	LEAD MINISTER/ LEAD AGENCY	UPDATE MARCH, 2021	BUDGET ALLOCATED \$	KEY CONTACT PERSON	OTHER AGENCIES INVOLVED AND THEIR ROLE/ DELIVERABLES
35	Workforce Diversity – Encourage the Public Service Commissioner to continue focusing efforts on significantly increasing workforce diversity and attracting diverse talent for Public service leadership roles at the first, second and third-tiers.	Minister Hipkins  Te Kawa Mataaho	<p>The Public Service Commissioner has refreshed performance expectations for public service chief executives to explicitly state they must grow a workforce that reflects the full diversity of New Zealand society as well as implement and report annually on their diversity and inclusion Papa Pounamu commitments.</p> <p>Work is underway to investigate the existing programme of work and any new initiatives and changes to system settings that can ensure that diversity in tiers 1-3 leadership is increased at pace – this will have a focus on ethnic diversity in the first instance.</p>	?	?	?
36	Diversity and Social Cohesion – Invest in opportunities for young New Zealanders to learn about their role, rights and responsibilities and on the value of ethnic and religious diversity, inclusivity, conflict resolution, civic literacy and self regulation.	Minister Hipkins  MoE, MSD	<p>The Ministry of Education is working with the Islamic Women’s Council NZ on the following projects:</p> <ul style="list-style-type: none"> <li>• Development of 5 children’s books to support grief, loss and the feeling of being in a new place. The books have been written by a Muslim teacher who lost whānau in the 15 March 2019 attacks. The books will be available in both digital and print and published in English and Arabic with illustrations of people wearing traditional Islamic dress. Supporting materials are available for whānau to support literacy and child wellbeing. The books will be supplied to schools August ’21, with hopefully a digital version of the first book available for 15 March ’21.</li> <li>• Creation of posters to be displayed in educational settings featuring Muslim women wearing traditional dress. The posters will reinforce the positive impact of diversity in education and support social cohesion.</li> </ul> <p>The Ministry of Education has further work underway to create more inclusive and accepting learning environments including:</p> <ul style="list-style-type: none"> <li>• Developing resources on Civics and Civics Education</li> <li>• Partnering with schools and communities to prepare for Aotearoa New Zealand’s Histories being taught as part of the curriculum in all schools and kura by 2022.</li> </ul>	?	?	?

THEME /RECOMMENDATION	LEAD MINISTER/ LEAD AGENCY	UPDATE MARCH, 2021	BUDGET ALLOCATED \$	KEY CONTACT PERSON	OTHER AGENCIES INVOLVED AND THEIR ROLE/ DELIVERABLES
		<ul style="list-style-type: none"> <li>• Developing practice and progress tools to support formative assessment and teaching practice in the area of social and emotional learning in early childhood education.</li> <li>• Creating draft social and emotional learning tools and resources in collaboration with the sector and experts.</li> <li>• Funding for up to 40 Curriculum Leads in the regions to give effect and visibility to new tools and resources.</li> <li>• The commitment to provide safe and inclusive learning environments that accept and value the diversity of all ākonga and their families and communities existed prior to the terror attacks of 15 March, and work to support this was already underway in schools and kura. Through our implementation of recommendation 36 we seek to build on this work and access further funding to deliver a suite of initiatives that address harmful attitudes and behaviours that can strengthen our work to improve social cohesion in a school community setting that include: <ul style="list-style-type: none"> <li>• Moving towards mixed-ability grouping for teaching and learning</li> <li>• 9(2)(f)(iv)</li> </ul> </li> <li>• Developing further curriculum and teaching and learning resources that include cross curriculum approaches to inclusion, diversity and belonging</li> </ul>			

	THEME /RECOMMENDATION	LEAD MINISTER/ LEAD AGENCY	UPDATE MARCH, 2021	BUDGET ALLOCATED \$	KEY CONTACT PERSON	OTHER AGENCIES INVOLVED AND THEIR ROLE/ DELIVERABLES
37	<p>Social Cohesion – Create opportunities for regular public conversations led by the responsible minister – the Minister for Social Development and Employment – for all New Zealanders to share knowledge and improve their understanding of:</p> <p>a) Social cohesion including social inclusion and the collective effort required to achieve these; and</p> <p>b) The value that ethnic and religious diversity can contribute to a wellfunctioning society.</p>	<p>Minister Radhakrishnan</p> <p>MSD, Social Inclusion Oversight Group</p>	<p>Work on this recommendation will be closely linked with how we go about working with a broad range of communities to develop a social cohesion strategic framework, including an evaluation and monitoring regime.</p> <p>Following scoping work with Minister Radhakrishnan officials will provide advice on options for creating and supporting these conversations.</p>	?	?	?
38	<p>NZ Public Service – require all public service community engagement to be in accordance with the Open Government Partnership commitments and better utilise the ‘Involve and Collaborate’ pillars of the IAP2 Public Participation Spectrum.</p>	<p>Minister Hipkins</p> <p>DPMC</p>	<p>A draft engagement checklist has been developed by DPMC (the Policy project) for initial testing with officials undertaking engagement as part of the Royal Commission response. This builds on, summarises, and provides a practical tool to implement the existing guidance on the IAP2 Public Participation Spectrum.</p> <p>Feedback will be collected and the checklist updated by the end of March.</p>	?	?	?
39	<p>Hate Crime – Amend legislation to create hate-motivated offences in:</p> <ul style="list-style-type: none"> <li>• The Summary Offences Act 1981 that correspond with the existing offences of offensive behaviour or language, assault, wilful damage and intimidation; and</li> </ul>	<p>Minister Faafoi</p> <p>MoJ</p>	<p>Work on this recommendation will commence later in 2021.</p>	?	?	?

	THEME /RECOMMENDATION	LEAD MINISTER/ LEAD AGENCY	UPDATE MARCH, 2021	BUDGET ALLOCATED \$	KEY CONTACT PERSON	OTHER AGENCIES INVOLVED AND THEIR ROLE/ DELIVERABLES
	<ul style="list-style-type: none"> <li>The Crimes Act 1961 that correspond with the existing offences of assaults, arson and intentional damage.</li> </ul>					
40	Hate Speech – Repeal section 131 of the Human Rights Act 1993 and insert a provision in the Crimes Act 1961 for an offence of inciting racial or religious disharmony, based on an intent to stir up, maintain or normalise hatred, through threatening, abusive or insulting communications with protected characteristics that include religious affiliation.	Minister Faafoi MoJ	<p>In December 2020, Cabinet agreed in principle to several changes to the Human Rights Act 1993 and a change to the Crimes Act 1961 to strengthen protections against hate speech.</p> <p>The Minister of Justice agreed to targeted engagement with community groups likely to experience hate speech. MoJ are liaising with DPMC on our engagement plan to ensure it is aligned with other engagement regarding the recommendations.</p>	?	?	?
41	Classifications – Amend the definition of “Objectionable” in section 3 of Films, Videos, and Publications Classification Act 1993 to include racial superiority, racial hatred and racial discrimination.	Minister Tinetti DIA, MoJ	The Department of Internal Affairs is in discussion with the Ministry of Justice as to potential for joint policy and legislation vehicles, due to overlap in related work areas (Ministry of Justice is progressing work on incitement provisions)	?	?	?
42	Hate Crime – Direct Police to revise the ways in which they record complaints of criminal conduct to capture systematically hate-motivations for offending and train frontline staff in:	Minister Williams Police, DIA	Te Raranga is a four-year programme to formalise Police’s policy approach and operational practice that oversees and drives improvements in frontline practice to identify, record, and manage hate crime, and deliver a service that is more responsive to victims. The programme will consolidate and expedite the work that has been led by multiple groups across Police. Te Raranga aims to weave people, whānau and communities together with a shared understanding of each other to:	?	?	?



	THEME /RECOMMENDATION	LEAD MINISTER/ LEAD AGENCY	UPDATE MARCH, 2021	BUDGET ALLOCATED \$	KEY CONTACT PERSON	OTHER AGENCIES INVOLVED AND THEIR ROLE/ DELIVERABLES
	<p>a. Identifying bias indicators so that they can identify potential hate crimes when they perceive that an offence is hate-motivated;</p> <p>b. Exploring perceptions of victims and witnesses so that they are in a position to record where an offence is perceived to be hate-motivated.</p>		<p>1. reduce incidents of hate crime and support those affected by the hurt of hate crime;</p> <p>2. to lift Police response, through the weaving together of lived experience, systems and training design; and</p> <p>3. to provide access and support to a restoration process for those affected by hate crime.</p>	?	?	?
43	Response implementation – appointment of a Minister to lead and coordinate the response to and implementation of the report’s recommendation.	<p>Prime Minister Ardern</p> <p>Prime Minister’s Office/DPMC</p>	Minister Little was appointed as Lead Coordination Minister for the Government’s Response to the Royal Commission’s Report into the Terrorist Attack on the Christchurch Mosques on 8 December 2020.	?	?	?
44	Response implementation – establish an Implementation Oversight Advisory Group	Minister Little DPMC	Work to establish an Implementation Oversight Advisory Group is underway. More detail on this recommendation is provided in the body of the Cabinet paper.	?	?	?



# 6.00 REPORT CARD

## 6.1 INFORMING OUR COMMUNITY

FIANZ has an internal quarterly Report Card of Progress (RCP) with respect to the 44 Recommendations of the Royal Commission of Inquiry into the terrorist attack on Christchurch mosques.

**The RCP has three key metrics with which we measure progress. These criteria are:**



The nexus of all three are important to have a valid rating of progress. We realize that others may have their own approach to determine progress, but FIANZ believes in an evidence-based approach. Due consideration has been given to contextual factors that have an the impact on progress. These include COVID-19, the necessary parliamentary processes required and others.

## 6.2 SCHEDULE OF REPORT CARD FOR 2021

- April 2021
- August 2021
- December 2021



## EXAMPLE

### APRIL QUARTERLY REPORT CARD ON PROGRESS ON THE 44 RECOMMENDATIONS OF THE ROYAL COMMISSION

Our view on each of the key agencies is highlighted below:

#### **New Zealand Security Intelligence Service (NZSIS) - Te Pā Whakamarumarū**

It is most significant for the Muslim community, that for the first time in NZ and to our knowledge anywhere in the world, except for Canada, that the government has established a baseline decision not to use Islamophobic terms such as 'Islamic Terrorism' or 'Muslim Terrorist' and replace such with more appropriate and accurate terms such as 'Identity Motivated Violent Extremism' or 'Faith Motivated Extremism'. As a result of this, we trust that terms such as 'Jihadi Bride' have been discarded to the dustbin of prejudice and hatemongering.

FIANZ acknowledges the NZSIS lead in this matter. This change of terminology has been long overdue and will go some way to mitigate the harm of Islamophobia. [In this context, it is our request that the media should also acknowledge the harmful impact of such Islamophobic terms and present more appropriate terminology in the news and commentaries. FIANZ respects the importance of the Fourth Estate and requests that there is an incumbent responsibility to avoid terms which give rise to hate and prejudice.]

The NZSIS and FIANZ have also had a number of meetings to discuss the implementation of the recommendations of the Royal Commission. A NZSIS-Muslim Reference Group will shortly be established and discussions are continuing. The NZSIS is currently recruiting for various positions and FIANZ encourages our community, particularly our young graduates to apply.



**FIANZ is satisfied with the progress to-date.**



## OFFICIAL FEEDBACK FROM THE SENIOR COORDINATING MINISTER ON THE FIANZ QUARTERLY REPORT CARD

### Hon Andrew Little

Minister of Health  
Minister for Treaty of Waitangi Negotiations  
Lead Coordination Minister for the Government's Response to the Royal Commission's Report  
into the Terrorist Attack on the Christchurch Mosques  
Minister Responsible for the NZSBS  
Minister Responsible for the GCSD  
Minister Responsible for Pike River Re-entry



Chairperson, The Federation of Islamic Associations of New Zealand

Ref: AL MIN 21-018

Tēnā koe and Asalaamu Alaikum

Thank you for the Federation of Islamic Associations of New Zealand's (FIANZ) Report Card of Progress dated 20 April 2021, regarding the implementation of recommendations made by the Royal Commission of Inquiry into the terrorist attack on Christchurch masjids. I greatly appreciate FIANZ's on-going feedback regarding the Royal Commission and the Government's Response. I trust that Ramadan was a peaceful month for your community and that you enjoyed a lovely Eid al-Fitr.

I am pleased to hear that FIANZ is satisfied with the work New Zealand Police, the Department of the Prime Minister and Cabinet, Te Kawa Mataaho Public Service Commission, the Ministry of Justice, and Immigration New Zealand have undertaken to date around implementing the Royal Commission's recommendations. I also appreciate your kind words regarding my office.

I note your concerns about consultation with the Office of Ethnic Communities (OEC). I was informed by OEC that on the advice of local community leaders additional drop-in sessions were created that extended until 8PM and where necessary morning sessions were also included. Prayer rooms were provided at these drop-in sessions and people who could not attend in person were able to participate through an online survey and email. I hope this made access to the sessions much easier during Ramadan but please do not hesitate to contact myself, Minister Priyanca Radhakrishnan or the OEC if you have any further concerns.

I have passed this Report Card of Progress onto Hon Priyanca Radhakrishnan and officials for their awareness. We will continue to take on board the views, reactions and responses from communities through the programme of engagement we have commenced.

Thank you again for your ongoing contribution and feedback.

Yours sincerely

Hon Andrew Little  
Lead Coordination Minister for the Government's Response to the Royal Commission's  
Report into the Terrorist Attack on the Christchurch Mosques

Copied to: Minister for Diversity, Inclusion and Ethnic Communities (Hon Priyanca Radhakrishnan)



### **New Zealand Police (NZP)**

The NZ Police have established a dedicated team to ensure progress in the implementation of the Royal Commission recommendations. The NZ Police and FIANZ MOU is currently being updated with significant programmes and high level of coordination planned. A Reference group has been established with two meetings held so far. A further workshop is scheduled in May. The Police Commissioner has taken a direct interest in the on-going cooperation and he has attended all the meetings. Several initiatives are already underway under the guidance of the Deputy Commissioner and the hands-on coordination by the National Manager Engagement, MPES. These include orientation sessions for senior Police leadership, workshop sessions on specific areas, TOT of Police trainers, monthly update meetings and others. We are also pleased to announce that a senior Muslim has now been selected to be the Arms Advisory Group. The positive interactions with NZ Police are paving the pathway for substantive changes.



**FIANZ is satisfied with the progress to-date.**

### **Department of Prime Minister and Cabinet (DPMC) - Te Tari O Te Pirimia Me Te Komiti Matua**

The DPMC has extensively promoted the nominations to the Implementation Oversight Advisory Group and the Collective Impact Board. This is a significant step towards a more formal and structured consultation on the implementation of the recommendations. It is particularly noteworthy that the Terms of Reference will be within the mandate of the Oversight Advisory Group. The DPMC has provided sufficient information on their website and have written to all stakeholders requesting people to apply. We have also noted that given ample time has been given for people to apply. We are confident that the selection process will be robust and timely. We are also aware of the considerable backstopping work going on to ensure the timely implementation of the recommendations.

Watch Out For: FIANZ trusts that necessary budgetary implications have been considered for the implementation of the 44 recommendations. It would be useful and in keeping with the public-faced approach for an outline of the proposed budget for the relevant recommendations in due course



**FIANZ is satisfied with the progress to-date.**



### **Office of Ethnic Communities (OEC) - Te Tari Matawaka**

The Minister for Diversity, Inclusion and Ethnic Communities, Hon Priyanca Radhakrishnan initiated the Ethnic Communities Graduate Programme. FIANZ considers this a resounding success with approximately 400 applicants. We trust that the Office of Ethnic Communities will have robust, professional and independent evaluation of the applications. This scheme is new and the skill-set for application selection is specialized and we have full confidence in the OEC managing this ground-breaking initiative. Our only comment is that next year, the Graduate Programme should also include those who have completed or are completing post graduate studies. The reality is that graduates from ethnic and religious minorities who fail to find employment, often return to further studies.

FIANZ has raised our concerns with the Minister regarding the lack of consultation on the work that the OEC towards the implementation of the RCOI recommendation, particularly the new Ministry. Of particular note has been the lack of sensitivity on the timing of the drop-in sessions during Ramadhan. We have been approached by the community requesting information on the purpose and timing of the sessions and FIANZ has been frustrated that we did not receive any information in advance from the OEC. To-date, the OEC have not invited FIANZ to a single consultation session. Upon raising this with the Minister, we have been assured that OEC officials will consult and coordinate in the future. We accept the Minister's assurance and as a result meetings have been planned.



**FIANZ is satisfied with the progress to-date on the Graduate Programme.**

**(However, we have concerns about the lack of consultation on the proposed new Ministry. The Minister has assured FIANZ of more national level consultation.)**

### **Public Service Commission - Te Kawa Mataaho**

Diversity and inclusion has been stressed a core pillar in the PSC approach and FIANZ has been pleased with the on-going consultation and the progress of work which has been undertaken. The Commissioner has been most receptive to suggestions during our consultations.



**FIANZ is satisfied with the progress to-date.**



### **Ministry of Justice (MOJ) - Tāhū o te Ture**

The Ministry of Justice (MOJ) has introduced the Counter-Terrorism Legislation Bill which is keeping with the inquiry recommendations. As an initial review, the bill has sufficient depth and scope as envisaged by the Royal Commission. FIANZ shall be making a submission in due course after consulting with the wider community. We have always maintained that any legislation which relates to the safety of New Zealanders will be supported by FIANZ, subject to detailed scrutiny on its impact on civil liberties and also the external and independent monitoring of such.



**FIANZ is satisfied with the progress to-date.**

### **NZ Immigration (Ministry of Business, Innovation & Employment) - Hīkina Whakatutuki**

There have been a number of consultative meetings between FIANZ and NZ Immigration which have resulted in a pathway to better coordinate and cooperate in a number of areas. Included has been orientation session by senior managers at FIANZ and future meetings have been planned. A reference group approach has also been discussed.



**FIANZ is satisfied with the progress to-date.**



# 7.00 EFFICACY METRICS

## 7.01 TEMPLATE

FIANZ uses the following to evaluate the efficacy of the implementation of the recommendations. These metrics are aligned to our tikanga and highlights the key information needs of our community.

### CONCEPTUAL METRIC

### KEY ISSUES

#### Takune

Niyat-  
Intention, Objective

- i) In keeping with the findings of the RCOI
- ii) Consistent with the key themes of the RCOI
- iii) Enhances and embraces tikanga

#### Tāera

Tariqa –  
Process, Method

- i) Sufficient consultation before proposal notice
- ii) Sufficient time for submission
- iii) Ensure wide scope of stakeholders
- iv) Information available in public-friendly manner
- v) Contact person/agency for clarification
- vi) What opportunities available to question/clarify in person
- vii) Clear information into the stage by stage process
- viii) Plain English information on the outcome of all the submissions

#### Whakataunga

Tathir –  
Impact, outcome

- i) Appropriate Litmus Test  
( e.g. would have prevented March 15;  
e.g aligned to peer reviewed research;  
e.g. enhances social cohesion with tangible outcomes)
- ii) Baseline and then periodic review to determine efficacy
- iii) Sustainability ( e.g. funding and other necessary resources available )
- iv) In compliance with national and international charters or conventions.

#### Pāhekoheko

Mutakamil–  
Integrated, Connected

- i) An ' all- of- government' approach
- ii) Thematic and/or process integration aligned with RCOI
- iii) Are the Different Ministries/Agencies working together and coordinating at a functional level





**The Federation of  
Islamic Associations  
of New Zealand (Inc.)**

اتحاد الجمعيات الإسلامية النيوزيلندية

SINCE 1979

T. +64 4 387 8023 | F. +64 4 387 8024  
info@fianz.com | www.fianz.com

7-11, Queens Drive, Kilbirnie, P.O.Box 14155,  
Wellington 6241, New Zealand