



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

اتحاد الجمعيات الإسلامية النيوزيلندية

SINCE 1979

REPORT CARD ON THE PROGRESS OF THE IMPLEMENTATION OF THE 44 ROYAL COMMISSION RECOMMENDATIONS

January 2022





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1.00 INTRODUCTION

The Federation of Islamic Associations of New Zealand (FIANZ) is the umbrella national Muslim organisation. The tragic events of 15 March 2019 was a turning point for our nation and the subsequent Royal Commission made some 44 Recommendations primarily to ensure the safety and social cohesion of our nation.

FIANZ uses three metrics to measure progress and the nexus of all three are important to establish a valid rating of progress.

- Implementation timeframe
- Community consultation
- Accessible information.

The Royal Commission Report was released on 8 December 2020.

This is our second Report Card on the progress of the implementation of the 44 Recommendations.

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2.00 INTERNATIONAL CONTEXT

Prior to focusing on the progress made on the Royal Commission recommendations by the different Government agencies in Aotearoa New Zealand, it may also be relevant to briefly review the progress of recommendations and follow-up programmes as undertaken by other countries after similar national tragedies. This generic overview is not intended to be an objective and empirical comparison, but rather an indicative guide of how we are progressing relative to other countries with similar experiences.

We have focused on three countries:

- USA: 9/11 Commission Recommendations .
- UK : Independent QC Review of the Post-Attack Reviews by Police and MI5 and Operational Improvement Report
- Canada : Post-Quebec City Mosque Attack 2017- Standing Committee Report

2.1 USA: 9/11 Commission had 41 recommendations focusing on 9 major themes:

Time Frame: Commission Report Submitted – July 2004

9/11 COMMISSION : Major Themes	Progress Status
Unity of Command and Effort	In Progress (Incident Command System and Incident Management Assistance Teams Enhancements) ¹
Radio Spectrum and Interoperability	In Progress (Still grappling with inadequate spectrum and radio communication systems that do not communicate with one another) ²
Civil Liberties and Executive Power	In Progress (Significant debate)
Congressional Reform	Partially Completed (Improvements underway)
Director of National Intelligence	Completed
Transportation Security	Partially Completed (CT, CAT and AIT Enhancements) ³
Biometric Entry-Exit Screening System	Partially Completed (CAT-2 facial matching enhancement) ⁴
Standardise Secure Identifications	
Develop Coalition Standards for Terrorist Detention	In Progress (No consensus)

¹

² https://www.cisa.gov/sites/default/files/publications/why%20cant%20we%20talk%20National_Task_Force_Interoperability_Supplemental.pdf

³ <https://www.tsa.gov/news/press/testimony/2021/09/29/20-years-after-911-state-transportation-security-administration>

⁴ <https://www.tsa.gov/news/press/testimony/2021/09/29/20-years-after-911-state-transportation-security-administration>

2.2 UK: Independent QC Review of the Post-Attack Reviews (PAR) by Police and MI5 and Operational Improvement Report (OIR)

Time Frame: The review were completed in December 2017

There were in-house reviews and recommendations undertaken by MI5 and the Police after each terrorist attack which was then followed by a major OIR.⁵

OPERATIONAL IMPROVEMENT REPORT- Major Themes	Progress Status
Exploiting Data: sharing data across agencies and working with the private sector	Incomplete – Room for improvement
Multi-Agency Engagement: Share knowledge beyond intelligence circles	Incomplete - Long term Culture Change
Domestic Extremism: Equivalence of processes for all kinds of terrorism irrespective of ideology	Work in progress – Some measures of equivalence
Consistency Across Regions	Work in progress
Develop Lone Actor Strategy	
Processes for PREVENT referrals	
Meet challenges of encryption	
Research and innovation	

2.3 Canada : Post-Quebec City Mosque Attack 2017- Standing Committee Report

Time Frame: Standing Committee Report in February 2018

The Report chaired by Hon. Hedy Fry submitted 30 Recommendations for Taking Action Against Systemic Racism and Religious Discrimination Including Islamophobia.

AGAINST RACISM AND RELIGIOUS DISCRIMINATION- Major Themes	Progress Status
Identify systemic racism	Work in Progress - Anti-Racism Strategy Developed 2019-2022,. <ul style="list-style-type: none"> • \$4.6million for Anti-Racism Secretariat • \$30million for community-based projects • \$0.9m National Guidelines – hate crime, hate incidents and hate speech • \$3.3 million national public education and awareness campaign • \$6.2 million for reliable data also for Statistics Canada • Open Funding/Grants for Community Support, Multiculturalism and Anti-Racism Programmes
Establish uniform guidelines for hate crime data	Work in Progress
Designate January 29th -National Day of Remembrance and Action on Islamophobia,	Implemented

⁵ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/664682/Attacks_in_London_and_Manchester_Open_Report.pdf

2.4 COMPARING DEVELOPMENTS IN NZ WITH OTHER COUNTRIES

METRICS	RATING	
Pace of Implementation	Relative to other countries the pace of implementation in NZ far exceeds that of other countries at a similar stage. The Royal Commission Report was submitted on 8 December 2020.	✓
Balanced Approach - Future Safety and Social Cohesion	NZ has taken the most balanced approach - national security and social cohesion. USA- Primarily National Security UK – Primarily National Security Canada- Primarily Social Cohesion NZ – Both National Security and Social Cohesion.	✓
All of Government Coordination	NZ is the only country with an overarching coordinating agency – DPMC. Other countries have yet to have a centralised agency, although Canada has a new Anti-Racism Secretariat but their TOR is limited.	✓
Senior Minister Level Oversight	NZ is the only country with a senior level Minister for oversight of implementation.	✓
Budget for Commission	The Royal Commission had by far the largest budget (over \$12million) with USA 9/11 Commission receiving US\$3m (NZ\$4.17m- 2004 conversion rate)	✓
Funding for Implementation	<u>Year 1 : Specific Budget Allocation for Implementation</u> USA - US\$36 billion (mainly to establish Homeland Security) ⁶ Canada- C\$45 million (some portions over 5 years) ⁷ NZ\$ - \$9.32m for 20/21 overall \$32.63m ⁸ (over 5 years) for Social Cohesion UK – Not available (internal budget of Police and MI5)	✗
National Community Consultation/Engagement	NZ and Canada are the only two countries where there were national consultation/engagement programmes as part of the Review	✓

SUMMARY:

We believe that the NZ Government officials of the key implementation agencies (DPMC, Police, NZSIS, Justice, MSD, Education, Ethnic Communities and others) should be commended for their sincere and diligent implementation of the Royal Commission Recommendations. As noted earlier, NZ is well ahead of other countries in the implementation of the recommendations at a similar stage and this is in part due to their effort to ensure Aotearoa New Zealand is a safe and caring nation.

FIANZ extends our “shukr” or thanks to these officials.
Our Report Card should be noted in this context

⁶ https://www.dhs.gov/xlibrary/assets/FY_2005_BIB_4.pdf

⁷ <https://hillnotes.ca/2020/11/13/canadas-federal-anti-racism-strategy-an-overview/>

⁸ <https://dpmc.govt.nz/sites/default/files/2020-12/CAB-20-SUB-0513-continuing-action-to-improve-social-inclusion.pdf>



3.00 RESPONSE BY COORDINATING MINISTER TO PREVIOUS FIANZ 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 NZSIS
Minister Responsible for the GCSB
Minister Responsible for Pike River Re-entry



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Ref: AL MIN 21-018

Tēnā koe and Asalaamu Alaikum Abdur

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 masjidain. 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)



4.00 PROGRESS REPORT ON GOVERNMENT AGENCIES

4.1 TE TARI O TE PIRIMIA ME TE MOMITI MATUA - DEPARTMENT OF THE PRIME MINISTER AND CABINET (DPMC)

As the coordinating agency, DPMC has been at the forefront of the implementation of the Recommendations. FIANZ has found DPMC leadership and officials very approachable and cooperative. Of particular note has been their cultural sensitivity in community engagement.

Relevant Recommendations : 1,2,3,4,6, 7, 8, 9, 10, 11, 14, 15, 16, 17, 18, 37, 38, 43, 44

METRICS	RATING	NOTES
Implementation Timeframe	✓ Exceeded Expectation	Except for National Intelligence and Security Agency (NISA) – See below
Community Consultation	✓ Robust	
Accessible Information	✓ Excellent	

4.1.1 Issue 1 – NISA :

i) Priority of NISA

The Royal Commission had specified the need for NISA, a supra-agency to effectively coordinate NZ's security direction. It was also clearly stated that DPMC would “focus on providing second opinion advice”.⁹ Yet it appears DPMC still looks to retain control and have continued as before.¹⁰

ii) DPMC Possibly Sidestepping Cabinet Paper

The National Security Policy released by DPMC (12 October 2021) seems contrary to the declassified Budget Sensitive Cabinet paper which clearly states that this is the role of NISA. The Cabinet paper stated “moving to a machinery of government change before developing broader national security strategic policy setting risk getting form ahead of function”.

⁹ <https://christchurchattack.royalcommission.nz/the-report/findings-and-recommendations/chapter-2-recommendations-to-improve-new-zealands-counter-terrorism-effort/>

¹⁰ <https://dpmc.govt.nz/our-business-units/national-security-group/national-security-policy>

iii) **Timeframe**

We appreciate that such a new agency takes time. In this respect the Royal Commission noted that the implementation of the Recommendation “ should achieve the necessary outcomes and accountability, without requiring such a complex and lengthy machinery of government change”.¹¹ As such, and as a minimum, we would have expected a timeline for the establishment of NISA but this has not yet been provided.

iv) **Public Consultation.**

The Cabinet paper also outlined that there should be “extensive public engagement of options to best achieve the broad outcomes intended by the Commission should inform implementation of this decision”.¹² We have yet to see any public consultation on this matter.

4.1.2 **Issue 2 – Response Steering Group**

i) **Notes of Response Steering Group (RSG) Meetings**

No information has been made available of the membership and minutes of any of the RSG meetings. In keeping with the transparency in decision making expected by the Royal Commission, it is important that the notes of all inter-agency RSG coordination meetings are made public and open to response by the community.

4.1.3 **Suggestions:**

i) **Policy - NISA**

A timeframe for establishment and a policy paper on the options for NISA.

ii) **NSG-DPMC Administration - Roles and Responsibilities**

It would be helpful for an organogram of the various responsibilities within the NSG who are coordinating the Government Response

iii) **Indicative Budget**

It is essential that the budget for the implementation of the Recommendations is broken down by Ministry and each of the Recommendations

iv) **Advance Notice**

At least a 3-month-lead time for any submissions from the community

v) **Clarification of Key Concepts**

Organise a forum to discuss and agree on parameters of ‘All of Government’

Overall Rating : FIANZ is satisfied with the progress made by DPMC .

¹¹ <https://christchurchattack.royalcommission.nz/the-report/findings-and-recommendations/chapter-2-recommendations-to-improve-new-zealands-counter-terrorism-effort/>

¹² <https://dpmc.govt.nz/sites/default/files/2020-12/CAB-20-SUB-0516-government-response-RCOI-terrorist-attack-christchurch-masjidan-v2.pdf>

4.2 NGA PIRIHIMANA O AOTEAROA - NZ POLICE

FIANZ considers the NZ Police to have the Gold Standard of best practice for the implementation of the Royal Commission Recommendations. The progress of each of the recommendations with respect to the NZ Police have not only been on-time (despite COVID-19) but has been on the basis of substantive consultation and feedback with FIANZ. NZ Police have also formally published an Annual Report which is an exemplar of detailed documentation of the engagement and outcomes of each of the 8 recommendations. A new MOU between NZ Police and FIANZ is now under final discussion.

Relevant Recommendations 12, 19, 20, 21, 22, 23, 24 and 42

METRICS	RATING	NOTES
Implementation Timeframe	✓ Exceeded Expectation	Gold Standard of Best Practice
Community Consultation	✓ Robust	
Accessible Information	✓ Excellent	

4.2.1 Issue 1: Intelligence Model

The new Intelligence Operating Model (2021)¹³, whilst not under the Royal Commission rubric of recommendations, is a promising initiative. The model attempts to integrate SARA, PANDA and other internationally accepted processes into a NZ-centric approach. However, we are uncertain whether it includes any systemic incorporation of community engagement and consultation. The model does not seem to have any overt provision for this. This needs some clarification, particularly as intelligence-led policing have had issues with ethnic and religious communities in other countries particular with BOLO (Be on the Look Out) and the development of trust.

4.2.2 Issue 2 : RWE In NZ Police

A significant and worrying trend overseas has been the infiltration of RWE into the Police, Corrections and Armed Services. There needs to be a formal policy on this matter and a plan of action to mitigate this within the NZ Police.

4.2.3 Suggestions

i) MPES – Liaison Format to be adopted as part of an All of Government approach
The engagement model of MPES of the NZ Police is in keeping with IAP2 and it should be offered to other Ministries to adopt.

ii) Police Operations

As the scope of work increases in the hate speech/crime area, we suggest formalized follow-up protocols in responding to victims including staff training and consistency in responses.

Overall Rating : FIANZ is satisfied with the progress made by the NZ Police .

¹³ https://www.police.govt.nz/sites/default/files/publications/national_intelligence_operating_model_2021.pdf

4.3 TE PA WHAKAMARUMARU - NZSIS

FIANZ believes that the NZSIS is up-to-date with the recommendations. We have been particularly pleased that a Reference Group has been established for on-going consultation. The first meeting was successful. To our knowledge, this is the first consultation forum of its type in any of the Five Eyes countries and bodes well for timely and robust community engagement.

Relevant Recommendations: 10,11,12,13,17,18

METRICS	RATING
Implementation Timeframe	✓ Exceeded Expectation
Community Consultation	✓ Robust
Accessible Information	✓ Excellent

4.3.1 Issue 1: Recruitment Concern Mitigated

FIANZ raised an issue regarding the apparent preference for persons from the UK and Australia with respect to security clearance. We have been satisfied with the subsequent explanation.

4.3.2 Issue 2: Co-ordination and Budget

Both NZ Police and the NZSIS have the infrastructure to monitor RWE on the web, deep web and dark web. We have no knowledge of the level of coordination that exists between the two organisations with respect to scanning. It is important to avoid duplication and to encourage co-searching. The ‘hand-in-glove’ working model is critical. Given that the web space is pivotal in identifying potential security threats, FIANZ consider this should be a high budgetary priority. This is an investment in our on-going safety and as March 15 pointed out, the human cost of failure is very high.

4.3.3 Issue 3: RWE in the NZ Defence Force, Police, Corrections and other Agencies

Given trends overseas and the recent arrest of a RWE in the NZ Defence Force, we see an urgent need for a systemic monitoring of RWE within our defence, police and related agencies. There is substantial evidence that RWE gravitate towards recruitment of supporters from these agencies.¹⁴

4.3.4 Suggestion NZSIS Regional Hui

The Director-General’s statement (15 June 2021) that “we can build confidence by having a responsible and thoughtful public discussion about the threats we face” is both timely and well-considered. Subject to COVID-19, FIANZ would welcome organising such sessions to support the role of NZSIS in safeguarding our national interests and values.

Overall Rating : FIANZ is satisfied with the progress made by NZSIS

¹⁴ <https://www.csis.org/analysis/military-police-and-rise-terrorism-united-states>

4.4 TE TAHU O TE TURE - MINISTRY OF JUSTICE

The positive engagement with the Ministry of Justice (MOJ) has continued. The last consultation was with respect to the Hate Speech legislation.

Relevant Recommendations: 15,18,25,26,39,40,41

METRICS	RATING
Implementation Timeframe	✓ Expectation
Community Consultation	✓ Robust
Accessible Information	✓ Excellent

4.4.1 Suggestions

We would welcome at least three months lead time for feedback and consultation. As a voluntary charitable organisation we do not have the resources to provide responses on-tap. Given that we also have a national footprint, our internal consultation process also takes time.

Overall Rating: FIANZ is satisfied with the progress made by the Ministry of Justice

4.5 TE MANATU WHAKAHIATO ORA - MINISTRY OF SOCIAL DEVELOPMENT

The Social Cohesion Wānanga have been of exceptional value. Well thought out presentations, sincere engagement and plenty of opportunity to share views were notable hallmarks of the MSD approach. Social Cohesion can be a very diffuse topic, however MSD have ensured enough peg-points to anchor the consultation with 'lived experience'. This mode and the diversity of views bodes well for the follow-up programmes.

It is also important to note that MSD has outlined a thorough Social Cohesion Work Programme Process timeline. A deadline to deliver by mid-April is ambitious but realistic given their remarkable performance to date. Like the NZ Police they have used the IAP2 mode, which also bodes well for the future.

Relevant Recommendations : 26,28,29,31,36,37

METRICS	RATING
Implementation Timeframe	✓ Expectation
Community Consultation	✓ Robust
Accessible Information	✓ Excellent

Overall Rating: FIANZ is satisfied with the progress made by the Ministry of Social Development

4.6 TE TARI MATAWAKA - MINISTRY FOR ETHNIC COMMUNITIES

The appointment of the Chief Executive has proved a turning point in terms of the expectations from the new Ministry with a number of proactive and insightful initiatives. The Board of Directors is an excellent initiative. The recent focus on deradicalisation is another example of the ‘fresh thinking’ by the Ministry under the new CEO. The Ministry’s role in support of COVID-19 vaccination and awareness raising has also been pivotal.

As part of the mainstream work, we have also noted clear articulation of the 4-point strategy. We recognise that it is at the inception stage and look forward to supportive practical programmes to ensure measurable positive outcomes.

We applaud the considered and gradual approach to the Ministry’s work programme.

Relevant Recommendations: 30,32

METRICS	RATING
Implementation Timeframe	✓ Expectation
Community Consultation	✓ Robust
Accessible Information	✓ Excellent

4.6.1 Suggestions

FIANZ suggests an evaluation of the efficacy of the Ethnic Communities Development Fund (ECDF), with respect to its eligibility and purpose criteria. Many organisations are increasingly reliant on the Fund for the provision of community services and long term service planning. As such, the ECDF may have to consider multiple categories for funding options. For instance, national organisations have different needs to that of single-interest or small scale & localised organisations. It should also be noted that Muslim organisations have restricted options when applying for grants.

Overall Rating: FIANZ is satisfied with the progress made by the Ministry for Ethnic Communities

4.7 TE TAI OHANAGA - TREASURY

Treasury's pivotal central agency role in providing State sector leadership is key to ensure the successful implementation of the Royal Commission recommendations.

We also note Treasury's role with respect to amendment of the Public Finance Act 1989 to require the intelligence and security agencies to provide performance information that can be subject to performance audit by the Auditor-General (Recommendation 5).

We have found Treasury have an open door approach to respecting and valuing diverse perspectives. In this context, FIANZ recently hosted Treasury senior leadership at our Head Office and Wellington Masjid for an orientation programme.

4.8 TE TAHUHU O TE MATAURANGA - MINISTRY OF EDUCATION

The Ministry of Education has been proactive with purposeful engagement to ensure the implementation of the key Recommendation 36 impacting on the next generation. The recent publication and distribution of learning resources was an excellent practical outcome. Expanding Community Learning Hubs to Auckland and Wellington is most appreciated. We note the success of the existing Hub in Christchurch. We have also been kept up-to-date with other developments.

Relevant Recommendation: 36

METRICS	RATING
Implementation Timeframe	✓ Expectation
Community Consultation	✓ Robust
Accessible Information	✓ Excellent

Overall Rating: FIANZ is satisfied with the progress made by the Ministry of Education

4.09 HIKINA WHAKATUTUKI - NZ IMMIGRATION SERVICES

There have been a number of engagements with the NZ Immigration Services. We have found them to be open to consultation. There are matters not directly related to the Royal Commission such as issues related to cultural marriages which are of high priority. A high level Ministerial intervention is required at the earliest.

Relevant Recommendations : 25, 26

METRICS	RATING
Implementation Timeframe	✓ Expectation
Community Consultation	✓ Robust
Accessible Information	✓ Excellent

Overall Rating: FIANZ is satisfied with the progress made by the Ministry of Education

4.9.1 Issue: Cultural Marriage

Whilst not directly related to Recommendations 25 and 26, the issue of cultural marriage is part of the social cohesion consideration. A Ministerial level intervention is required as it is now over 18 months since the issues was first raised.

Overall Rating : FIANZ is satisfied with the progress made by NZ Immigration Service

4.10 TE KAWA MATAAHO - PUBLIC SERVICE COMMISSION

This has been a very busy period on a number of Recommendations. Of particular note has been the 2021 Public Service Workforce Data and Census information which is a valuable baseline data source. To our knowledge this is the first in the world and the PSC should be commended. The inclusion of faith information was insightful and in keeping with the Royal Commission recommendations. The data should now be used towards developing metrics to determine measurable progress in subsequent years. The ongoing work on addressing bias, cultural competence and inclusive leadership are particularly relevant to the recommendations. We also note the work on employee-led networks and building relationships. Despite COVID-19 considerable progress has been achieved through on-line consultation.

Relevant Recommendations: 25,26,33,34,35,

METRICS	RATING
Implementation Timeframe	✓ Expectation
Community Consultation	✓ Robust
Accessible Information	✓ Excellent

4.10.1 Issue1: Diversity in Senior Leadership

The Papa Pounamu was established in 2017 and over 5 years the progress has been varied across different agencies. The Diversity and Inclusion work which has been ongoing brings with it many commitments. However, for us a key metric is the diversity in the Public Service Senior Leadership Team. Recruitment processes, particularly when outsourced to external consultants, require careful evaluation.

Overall Rating: FIANZ is satisfied with the progress made by the Public Service Commission



5.00 ALL OF GOVERNMENT ISSUES

There are a number of major issues which impact all Government agencies and which need to be part of the overall nexus of Royal Commission implementation monitoring.

5.1 Biculturalism and Multiculturalism

A clear and plain English clarification of this key issue is required for any meaningful implementation of the Royal Commission recommendations. There are a plethora of approaches used by different agencies and a clear policy guideline is required. This remains an issue which seems to have been put into the “too hard” basket, yet it is fundamental to all the recommendations of the Royal Commission.

5.2 Status of Victims

The Royal Commission stressed the absolute importance of ensuring the welfare of the victims. We are currently expecting a formal status report on the welfare of victims. This Report is much overdue and is an urgent priority. Failure to do so, will only compound the long-term issues.

5.3 Diversity of Functional Implementation Teams

FIANZ has noted that almost all the functional teams implementing the Royal Commission recommendations in the various agencies lack in diversity. This raises fundamental issues of work being done from a particular ‘lens’, even though the officials have the best of intentions. We would suggest that in the Year 2 of the implementation work, serious consideration should be given to include persons from diverse backgrounds. This should also be given priority.

5.4 Evaluation of Government Policies and Programmes

Whilst not a specific recommendation, the Royal Commission noted that “more evaluation of the effectiveness of government policies and programmes is necessary. This will result in better informed decisions and ensure that the benefits of government policies and programmes can be shared equitably”. We realize that there are different agencies with varied approaches to this issue, however it is incumbent that policies related to national security and social cohesion should be subject to formative evaluation processes in a consistent manner. FIANZ has noted that this is quite ad hoc and without clear guidelines. We note the excellent work undertaken by DPMC in 2018 on ‘Making Sense of Evaluation’¹⁵ but we have no information if this is being used at all by the Government agencies. This is an area which requires an All of Government focus.

¹⁵ <https://dpmc.govt.nz/sites/default/files/2018-03/Evaluation%20Handbook%20Dec%202017.pdf>



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