

OSACO

MAKE A DIFFERENCE

YEAR IN REVIEW

JULY 2023 – JUNE 2024

As we reflect on the past year, it is with immense pride that we present OSACO Group's Year in Review for the financial year ending June 2024. This review captures our key milestones, challenges and the paths we've charted for the future.

Over the past year, OSACO continued to expand its global reach, operating in 27 countries across five continents through training and professional investigation services in the areas of safeguarding, fraud, anti-corruption and code of conduct. Our team grew to include 60 consultants, each contributing their unique expertise to the robust and ethical work we deliver for our clients.

Our journey has been defined by leadership, innovation, and a commitment to our values which, as a proudly Aotearoa New Zealand company, are rooted in Te Ao Māori¹. This past year, we were honoured to be recognised as a finalist in the Excellence in Māori Export category at the New Zealand International Business Awards. This achievement highlights the values that underpin our work - collaboration, expertise and a commitment to serving our clients globally, often in high-pressure, challenging environments.

The dynamic landscape of our work demanded adaptability and forward-thinking approaches. We launched our Certified Training Programme for Misconduct Investigations, expanded operations to new regions like China and Burkina Faso, and introduced innovative services such as investigation pods to address specific client needs.

Collaboration remained a cornerstone of our success, reflected in our partnerships, conference engagements and sponsorships, such as that of the Council

"We thank our clients, partners and team members for their trust and dedication. Together, we continue to make a difference."

for International Development's conference. Our commitment to sustainable business practices also took centre stage as we became an Impact Investor with the Sustainable Business Network in Aotearoa New Zealand.

Looking ahead, we are excited about the opportunities that lie before us. The establishment of OSACO NZ and our expansion into the US market represent significant growth avenues. Additionally, the development of an AI-powered investigative training tool underscores our dedication to innovation in the field.

As you explore this report, you'll see the breadth of our work, the depth of our expertise, and the passion we bring to every project. We thank our clients, partners and team members for their trust and dedication. Together, we continue to make a difference.



Jaydene Buckley

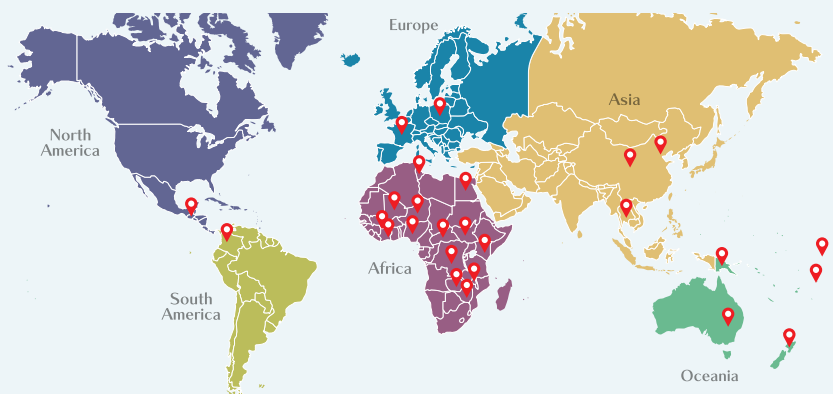
Managing Director, OSACO Group

¹ Te Ao Māori values refer to principles and worldviews grounded in the indigenous Māori culture of Aotearoa New Zealand. These values guide interactions with people, the environment, and the spiritual world, emphasising balance, respect, and interconnectedness.

QUICK FACTS

11 Trainings (9 face-to-face)
27 Countries operated in
217 Training participants
60 Consultants

MAP OF OPERATIONS



NEW CERTIFIED TRAINING

The new year commenced with the launch of OSACO’s new Certified Training offering.

Based on 10 years of consistently outstanding feedback, the new Certified **Training Programme for Misconduct Investigations** is a gold standard offering that enables investigators of any skill level to build and enhance their abilities and confidence to conduct thorough and effective workplace misconduct investigations.

The four-day training differentiates itself from other products by undertaking a pre-training needs assessment to identify organisational needs and requirements, and offering tailored ongoing mentoring for six months to support participants to embed learning in their everyday operations.

“...what a difference (we) have seen with the partners who have been (PSEAH) trained by OSACO”.

A global team provides the ability to deliver training in several languages and multiple locations (as well as online) and, during this year, OSACO undertook nine face-to-face trainings, and two online, in eight countries, including first-time delivery in China, Burkino Faso and Poland (two workshops). In total we supported 217 people to #makeadifference by becoming better investigators in their workplaces and operating environments.



The OSACO Certified Training Programme is comprehensive, current and tailored to meet your needs.

Completion of this training programme is an investment in the integrity of the investigations process. It will enhance your organisation's credibility and competency, and your team's skills and confidence, to conduct thorough and effective workplace misconduct investigations.

You are guaranteed the highest quality investigative training available, delivered by investigation experts.

Our core training is also supplemented by post-course coaching and mentoring which supports the programme's in-practice application in your workplace.

Re-certification processes enable you to remain connected to, and supported by, our experienced investigators, ensuring both organisational knowledge and individual expertise remain at the highest standards.

KEY BENEFITS

- Training is tailored to your specific needs and expectations.
- OSACO performs a pre-programme training needs assessment to ensure our training offering perfectly matches the requirements of your participants.
- Training materials are regularly updated to ensure they are current and relevant.
- OSACO provides an additional six months of mentoring and coaching to support its training programmes.
- Donors can trust that organisations certified by OSACO have the essential systems, policies and resources to carry out workplace investigations effectively.
- OSACO training serves as strong evidence of competency for recruitment (i.e. applications for roles that require investigative skills).



WORKFORCE INVESTIGATIONS UNDERTAKEN

The 2024 financial year was another busy one for OSACO Group investigations, and one in which we noticed a shifting trend away from the previously predominant sexual harm focus, towards issues related to fraud.

With a global team of trained and experienced consultants speaking diverse languages, we were trusted to undertake investigations and projects in over 24 different countries, including new locations such as Greece, Columbia and Guatemala.

Some of these were conducted through the new ‘investigation pod’ service we introduced in 2023. Investigation pods are essentially a team of investigators that can be deployed to address a particular problem area - generally to deal with investigation overflows - within an organisation, for a set period.

In the last financial year, we had two investigation pods embedded with specialised agencies within the United

“In addition to our ‘pod’ investigations, we conducted 31 bespoke investigations and consultancies as one-off projects throughout the financial year.”

Nations and a third attached to the wider UN system. They supported these organisations to address their backlog of investigations into a variety of allegations, ranging from sexual exploitation, abuse and harassment through to fraud and corruption.

In addition to our pod investigations, we conducted 31 bespoke investigations and consultancies as one-off projects throughout the financial year. Whilst our investigation services address an issue that has occurred, or is felt to be imminent, our consultancy services provide our clients with operational advice and strategic policy input designed to help minimise risk recurring, or occurring at all.



CUSTOMER ENGAGEMENT

As a service provider, OSACO exists to serve its clients. In 2023/24 we devoted time to considering in depth our customers' needs and how our value proposition meets those. The result was a new customer engagement strategy, which considered both how to optimise and deepen existing relationships, and how to raise awareness amongst potential new clients of the value we can bring.

OSACO aspires to build relationships rather than merely conduct transactions and to support this aspiration, we adopted a new Customer Relationship Management platform. This helps us to identify customers with whom we have built relationships of trust, and helps highlight opportunities for us to do more to grow and enhance these connections.

At the heart of this strategy is a desire to build engagement based on trust and confidence, enabling OSACO to continue to meet the evolving needs of an increasing range of clients.

TEAM DEVELOPMENT

OSACO Group continued to expand and we welcomed many highly experienced consultants to our team, extending our breadth of expertise and capability.

We were particularly delighted to welcome Wallace (Wally) Haumaha. Wally joined OSACO Group's leadership team as Director of Leadership and Innovation after retiring from a 40-year career with NZ Police, and his most recent role as Deputy Police Commissioner.

During his long stewardship of Aotearoa New Zealand Police's Cultural Unit of Māori, Pacific & Ethnic Services, Wally proved to be an outstanding and credible leader recognised by international policing jurisdictions. Today, Wally is regarded as one of the architects of Police's transformed relationships with iwi and other communities.



OSACO will no doubt benefit from Wally's strategic thinking, governance and leadership skills, and his proven ability to create sustainable and lasting relationships.

GROWING SKILL SECTORS

Many of our consultants are experienced in working in conflict zones and areas experiencing humanitarian crises, and this year we invested further in sharpening our already significant focus on security and risk management. Thanks to a team of multi-skilled consultants who bring not only investigative skills but risk and security management expertise, we can safely deploy consultants to any environment where there is not active conflict.

We are therefore able to support clients in everything from physical security assessments, organisational risk assessments, travel risk management, table-top exercises, crises management and more.

Risk and Security is an area we intend to expand on in the coming year, as is audit expertise. We conducted several one-off audits in the last year utilising the resources of Abdoul Soumahoro, a chartered accountant based in Cote d'Ivoire. With the addition of Kanchan Kapoor, a chartered accountant who has an immense amount of experience in the humanitarian sector in Southeast Asia, we hope to grow this aspect of our business.

OSACO AFRICA

OSACO has long operated in the West African region, eventually opening a dedicated Africa office in Cote d'Ivoire in late 2022. Since then, we have connected with a range of local and multi-lingual consultants who bring their local knowledge of the West African region to support OSACO's mission. The OSACO Africa team is highly regarded for its expertise in anti-corruption and the prevention of sexual exploitation and harassment.

Highlights from the Africa team include attending the CGECI Academy Forum in Cote d'Ivoire in November 2023. The forum theme was *'Sustainable Business Growth in Africa: Towards Competitiveness'*, and it considered the multiple and complex challenges facing the region, some of which relate to the specialty

investigation areas within OSACO's remit.

In December, OSACO Africa participated in the launch of a local '16 Days of Activism' campaign entitled *'Touche pas à mon Kra'*, an initiative of the NGO, Akwaba Mouso. This event aimed to draw attention to gender-based violence and the mechanisms for dealing with it, and OSACO Africa presented its initiatives in the fields of prevention of sexual exploitation, abuse and harassment (PSEAH), and safeguarding.

The aim was not only to popularise the organisations and mechanisms for preventing abuse, but also to establish and promote collaborative partnerships with other organisations and institutions involved in protecting victims and survivors.

THE YEAR AHEAD

OSACO continues to seek opportunities to proactively develop initiatives that will enable us to further offer our collective expertise, knowledge and abilities throughout the world. Whilst continuing the core work that we do, we have several new opportunities in development for the next financial year.



LAUNCH OF OSACO NZ

A New Zealand office will open in the new financial year and will be run in partnership with Simon and Leone Scott, who already bring their expertise to OSACO Group clients as senior consultants.

OSACO NZ will enhance our ability to provide workplace investigation support and training to New Zealand based clients. With experts throughout the country, OSACO NZ will offer objective independent support related to HR investigations, safeguarding, training, risk management and anti-corruption.

EXPANSION INTO THE US MARKET

This year OSACO Group's Director of Operations, Sean Buckley, undertook several visits to the USA to visit clients and build relationships, particularly in the UN and INGO sectors in New York and in the development sector based in Washington DC.

Sean reported positive feedback from existing clients about OSACO's work in complaint intake, triaging of allegations, mentoring and investigations, and noted a high level of interest in OSACO's Certified Training and investigation pod service.

Our work with USA-based clients continues to expand and so we are registering an office in the USA. This will be managed by Zahida Virani and supported by all the resources available to the OSACO Group. Our focus will initially be on solidifying operational relationships with US law enforcement clients regarding investigative opportunities and expanding our US-based consultant pool.

"Whilst continuing the core work that we do, we have several new opportunities in development for the next financial year."

DEVELOPMENT OF AI TRAINING TOOL

OSACO is very excited by the potential of a new AI tool (patent pending) we are developing to radically transform investigative training.

This tool will enable the development of scenario, witness, victim and suspect avatars in multiple languages, providing real-time and overall feedback.

This creative solution will deliver scalable, top-quality investigative training while alleviating demands on organisational time, resources and funding.

We anticipate launching this in the new calendar year and already have significant interest from international law enforcement agencies.

